

Achieving the Mission of the Town and the long-term Vision of Andover

POLICE

Department Description

The role of the Andover Police Department is to maintain public safety through the use of effective and efficient management practices while staying within clearly defined legal and constitutional guidelines. The department works closely with other town departments in order to provide maximum service to the community. The department is structured in two divisions, Operations and Special Services. Each division has a distinct chain of command based on a paramilitary hierarchy that allows for effective communications and deployment of personnel. The department is authorized at 72.5 people including 52 authorized sworn officers. We currently have two funded vacant patrol positions.

OPERATIONS:

Uniformed Patrol - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

Specialized Patrol Units

Mountain Bike Patrol – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.

Motorcycle Patrol – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.

K-9 Officer – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain. They are also certified in drug and narcotic detection and crowd control.

Tactical Officers - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division, traffic reconstruction unit and evidence and crime scene handling units.

Emergency Services – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.

Safety Program – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

DARE Program – The DARE program was implemented in 1996 through a joint venture between the Andover Police Department and the Andover School Department in an effort to better educate and prepare our youth in dealing with the social pressures associated with drugs and alcohol that they will encounter in today's society. This program is being suspended due to budgetary constraints.

Parking Control – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant down town area.

Animal Control – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the Andover Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control.

POLICE

Central Dispatch – The purpose of the Central Dispatch Division is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency.

Court Diversion – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

SPECIAL SERVICES:

Investigations - It is the role of the Criminal Investigative Division to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance for different reasons, whether to confirm or deny the existence of a specific activity, takes place at different times.

Crime Prevention and Public Education – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents.

Training - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes.

Records – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.

Traffic Division – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

Emergency Management – The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resource use and minimizes waste. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training and radio communications are the three main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover. The Chief of Police is also designated as the Andover Team Leader for the Statewide Anti-Terrorism Unified Response Network (SATURN).

Prosecution - The Prosecution section handles all inter-action between the Police Department and the judicial court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

POLICE

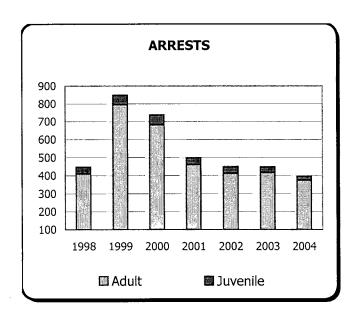
Mission Statement

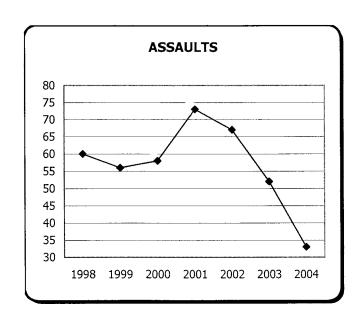
The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.

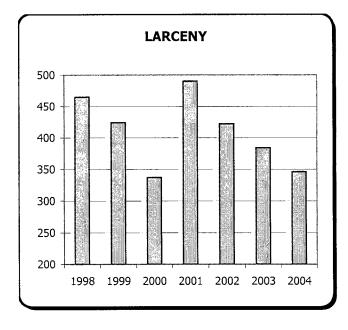
FY2006 Objectives

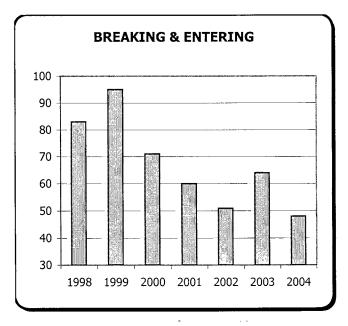
- To develop and maintain programs aimed at crime prevention.
- To provide for positive enforcement measures against established criminal activities.
- To maintain our current community policing programs by continuing to develop new and innovative ways to serve the community.
- To provide timely and thorough police related investigations.
- To facilitate a proper response to all calls for service from the community.
- To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, dedication and expertise in the delivery of our services within our diminished operating budget.

POLICE STATISTICS

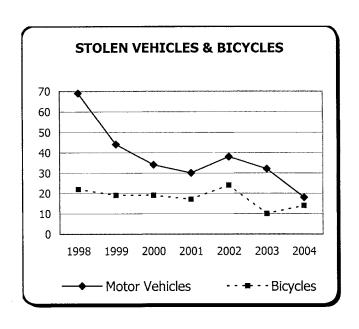


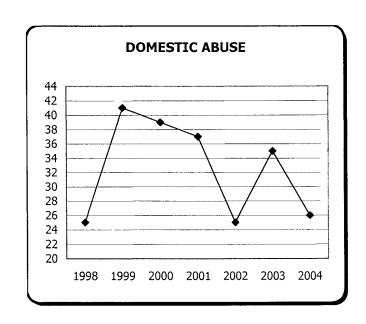


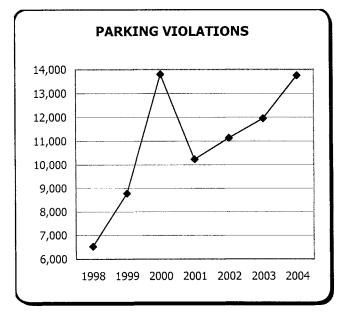


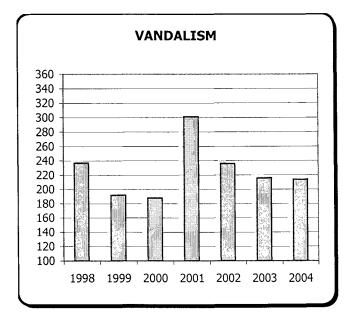


POLICE STATISTICS









	Position Classification	FTE FY2003	FTE FY2004	FTE FY2005	TM REC FY2006	AMOUNT FY2006
	POLICE DEPARTMENT					
M-3	Chief of Police	1	1	1	1	129,814
R	Lieutenant	6	6	6	6	608,499
Q	Sergeant	8	8	8	8	658,208
Р	Patrolman*	39	37	37	37	2,457,381
1-24	Police/Fire Network Administrator	1	1	1	1	64,610
I-18	PC Support Specialist	1	1	1	1	39,033
I-16	Executive Secretary	1	1	1	1	46,640
I-14	Office Assistant III	1	1	1	1	45,012
I-12	Records Clerk	2	2	2	2	80,852
I-UC	New Horizons after school program	1	1	1	1	25,000
						4,155,049
	Part-Time					, ,
	Alternative Sentencing Program					7,700
	New Horizons after school program					10,000
	Car Washer/Cleaner					3,000
	Matrons					3,500
						24,200
	CENTRAL DISPATCHING					24,200
D	Dispatch Supervisor	1	1	1	1	E 4 22 E
D	Dispatcher	10	10	10	1 10	54,335
D	Dispatorici	10	10	10	10	491,539
	ANIMAL CONTROL					545,874
I-14	Animal Control Officer	4	4	4	4	47.400
1-1-4	Animal Control Officer	1	1	1	1	47,489
	PARKING CONTROL					
I-12	Parking Meter Supervisor	1	1	1	1	43,325
I-10	Parking Meter Assistant	1	1	1	1	21,188
		•		·	1	64,513
	TOTAL POSITIONS	75	73	73	73	04,013

Notes: *39 positions authorized, 37 funded

	ACTUAL FY2003		BUDGET FY2005	ESTIMATE FY2005	FY2006
POLICE DEPARTMENT PUBLIC SAFETY					
012101 POLICE DEPT SALARIES					
5110 REGULAR WAGES	3,810,136	3,845,265	4,127,079	3,720,000	4,155,049
5111 ILD INJURED ON DUTY	87,570	172,757	0	130,000	• •
5120 OVERTIME	580,800	664,314	500,000	732,000	580,000
5125 COURT DUTY	69,498	81,346	70,000	64,200	65,000
5127 INVESTIGATIONS	5,735	6,201	8,000	8,000	8,000
5130 PART TIME	9,721	40,325	40,600	40,600	24,200
5185 REG RETRO C/Y RETIRE	2,897	7,366	0	0	
5187 REGULAR RETRO P/Y RET	4,260	7,415	0	0	
POLICE DEPT SALARIES	4,570,618	4,824,989	4,745,679	4,694,800	4,832,249
012102 POLICE DEPT EXPENDITURES					
5211 ELECTRICITY	57,648	74,120	66,753	104,162	116,700
5213 HEATING OIL/NATURAL GAS	25,160	38,259	25,000	31,281	43,492
5220 TELEPHONE	49,712	29,333	50,000	34,365	40,000
5225 POSTAGE	3,000	3,000	4,100	4,100	4,100
5285 MAINT REPAIRS / OTHER EQUIP	76,840	73,936	79,448	79,448	81,448
5287 MAINT/REPAIRS RADIO & COMM	62,508	30,483	65,414	65,414	66,150
5291 RENTALS EQUIPMENT	12,527	22,320	31,450	31,450	37,215
5294 CLOTHING ALLOWANCE	50,246	59,036	62,075	62,075	62,400
5295 OTHER SERVICES / CHGS	9,844	24,411	35,975	35,975	37,775
5296 MEDICAL EXPENSES 5310 OFFICE SUPPLIES	32,614	29,489	8,000 8,000	19,899 8,000	8,000 8,000
5310 OPPICE SUPPLIES 5350 OPERATING SUPPLIES EQUIPMENT	8,774 43,791	7,963 38,714	39,000	39,000	47,000
5355 AUTOMOTIVE FUEL	51,092	59,453	38,000	63,479	59,000
5395 OTHER COMMODITIES	22,930	20,227	34,500	34,500	32,000
5410 MACHINERY / EQUIPMENT	28,702	21,833	17,100	17,100	17,100
5710 TRAVEL/IN-STATE	1,148	924	1,500	1,500	1,500
5720 TRAVEL/OUT-OF-STATE	723	4,205	2,500	2,500	2,500
5730 DUES/SUBSCRIPTIONS	4,250	6,843	6,264	6,264	7,004
POLICE DEPT EXPENDITURES	541,510	544,548	575,079	640,512	671,384
012101 POLICE DEPT SALARIES					
5801 FROM FEDERAL GRANTS	-50,000	-50,000	0	0	
5805 FROM GRANTS	-15,000	0	0	0	
5811 FROM SALE OF SERVICE	-60,000	-60,000	-60,000	-60,000	-60,000
5831 FROM RESERVE FUNDS	0	0	-50,000	-50,000	-50,000
POLICE DEPT SALARIES	-125,000	-110,000	-110,000	-110,000	-110,000
TOTAL POLICE DEPARTMENT	4,987,128	5,259,536	5,210,758	5,225,312	5,393,633

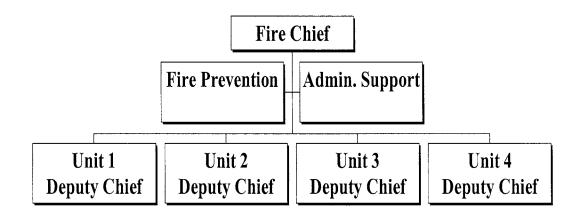
					TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2003	FY2004	FY2005	FY2005	FY2006
POLICE CENTRAL DISPATCH PUBLIC SAFETY					
012151 CENT DISPATCH SALARIES					
5110 REGULAR WAGES	457,506	524,943	533,190	533,190	545,874
5120 OVERTIME	65,105	87,070	80,000	97,000	85,000
5126 SCHOOL & TRAVEL	0	556	5,200	5,200	5,200
5185 REG RETRO C/Y RETIRE	32,131	0	0	0	
5186 OVERTIME RETRO C/Y NO RET	4,471	0	0	0	
5187 REGULAR RETRO P/Y RET	27,075	0	0	0	
5188 OVERTIME RETRO P/Y NO RET	3,685	0	0	0	
CENT DISPATCH SALARIES	589,972	612,569	618,390	635,390	636,074
012152 CENT DISPATCH EXPENDITURES	S				
5285 MAINT REPAIRS / OTHER EQUIP	0	0	1,800	1,800	1,800
5287 MAINT/REPAIRS RADIO & COMM	5,033	0	4,200	4,200	4,200
5291 RENTALS EQUIPMENT	0	4,833	5,100	5,100	5,100
5294 CLOTHING ALLOWANCE	3,685	3,685	3,350	3,685	3,685
5310 OFFICE SUPPLIES	385	500	500	500	500
5350 OPERATING SUPPLIES EQUIPMENT	3,835	335	4,000	4,000	5,860
5420 OFFICE EQUIPMENT	3,491	0	2,000	2,000	2,000
5710 TRAVEL/IN-STATE	0	0	1,200	1,200	1,200
CENT DISPATCH EXPENDITURES	16,429	9,353	22,150	22,485	24,345
TOTAL					
POLICE CENTRAL DISPATCH	606,401	621,922	640,540	657,875	660,419

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
POLICE ANIMAL CONTROL PUBLIC SAFETY					
012161 POLICE ANIMAL CONTROL - SAL					
5110 REGULAR WAGES	43,775	45,899	47,408	47,408	47,489
5120 OVERTIME	1,599	1,462	3,000	3,000	3,000
5185 REG RETRO C/Y RETIRE	0	1,280	0	0	
5186 OVERTIME RETRO C/Y NO RET	0	71	0	0	
5187 REGULAR RETRO P/Y RET	0	1,313	0	0	
5188 OVERTIME RETRO P/Y NO RET	0	48	0	0	
POLICE ANIMAL CONTROL - SAL	45,375	50,073	50,408	50,408	50,489
012162 POLICE ANIMAL CONTROL EXPE	NSES				
5295 OTHER SERVICES / CHGS	1,714	1,546	3,000	3,392	3,400
5310 OFFICE SUPPLIES	0	0	300	300	300
5350 OPERATING SUPPLIES EQUIPMENT	665	509	1,000	1,000	1,000
5355 AUTOMOTIVE FUEL	0	0	5,000	0	5,000
POLICE ANIMAL CONTROL EXPENSES	2,379	2,056	9,300	4,692	9,700
TOTAL					a Lander Marie Control
POLICE ANIMAL CONTROL	47,754	52,129	59,708	55,100	60,189

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
POLICE - EMERGENCY PREP PUBLIC SAFETY					
012171 EMERGENCY PREP SALARIES					
5130 PART TIME	1,496	1,512	1,500	1,500	1,500
EMERGENCY PREP SALARIES	1,496	1,512	1,500	1,500	1,500
012172 POLICE - EMERGENCY PREP EX	Р				
5220 TELEPHONE	282	299	700	700	700
5310 OFFICE SUPPLIES	0	0	300	300	300
5350 OPERATING SUPPLIES EQUIPMENT	1,550	0	2,100	2,100	2,475
5360 REPAIR PARTS EQUIPMENT	0	251	600	600	600
POLICE - EMERGENCY PREP EXP	1,832	551	3,700	3,700	4,075
TOTAL					
POLICE - EMERGENCY PREP	3,328	2,063	5,200	5,200	5,575

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
POLICE PARKING CONTROL PUBLIC SAFETY					
012181 PARKING CONTROL SALARIES					
5110 REGULAR WAGES	40,456	42,498	43,325	43,325	43,325
5120 OVERTIME	217	273	1,200	1,200	1,200
5130 PART TIME	19,563	13,238	19,266	19,266	21,188
5185 REG RETRO C/Y RETIRE	0	1,725	0	0	
5186 OVERTIME RETRO C/Y NO RET	0	2	0	0	
5188 OVERTIME RETRO P/Y NO RET	0	7	0	0	
5189 UNCLASSIFIED PAYROLL	0	0	0	0	2,000
PARKING CONTROL SALARIES	60,237	57,742	63,791	63,791	67,713
012182 PARKING CONTROL EXPENSES					
5310 OFFICE SUPPLIES	5,149	4,547	6,500	6,500	6,500
5350 OPERATING SUPPLIES EQUIPMENT	2,398	5,327	4,500	4,500	4,500
5355 AUTOMOTIVE FUEL	0	0	2,600	2,600	2,600
PARKING CONTROL EXPENSES	7,547	9,874	13,600	13,600	13,600
012181 PARKING CONTROL SALARIES					
5831 FROM RESERVE FUNDS	-62,191	-68,107	-63,791	-63,791	-67,713
PARKING CONTROL SALARIES	-62,191	-68,107	-63,791	-63,791	-67,713
012182 PARKING CONTROL EXPENSES					
5831 FROM RESERVE FUNDS	-9,600	-11,600	-13,600	-13,600	-13,600
PARKING CONTROL EXPENSES	-9,600	-11,600	-13,600	-13,600	-13,600
TOTAL POLICE PARKING CONTROL	-4,007	-12,091	0	0	0





Achieving the Mission of the Town and the long-term Vision of Andover

FIRE & RESCUE

Department Description

The Andover Fire Department, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life and property in the most efficient, cost effective manner possible. Its goals are to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural disasters; prevent loss to property from fire or fire-related services; increase fire safety awareness among area citizens. The Fire Department provides these services through the following Divisions:

The Administration Division is responsible for managing the Department's daily business operations including the operating budget; purchasing; personnel and payroll records for seventy four employees; hiring of new employees; developing management policies; evaluating and expanding the use of computers in the Department; and providing secretarial and word processing support.

The Fire Fighting Division is concerned almost exclusively with the containment and extinguishing of fires within the Town of Andover as well as providing rescue service. This effort includes answering service calls which may lead to early discovery or prevention of fires and stabilizing hazardous materials incidents. It also includes formulation and rehearsal of plans concerning how to fight fires at various locations.

The E.M.S. Division provides emergency medical service for anyone needing such care in Andover, as well as transportation to emergency-care facilities. The ambulance also answers fire alarms as medical backup for both civilian victims of fire and emergency personnel. Residents and non-residents are billed for ambulance services through a third-party insurance billing agency.

The Fire Prevention Division ensures that conditions favorable to the starting of fires do not exist in the Town of Andover. Inspections conducted and public relations programs are designed to contribute to this goal. Fire investigations seek to discover the causes of fire and prevent their reoccurrence.

The Fire Alarm Division is supervised by the Fire Alarm Officer and is responsible for the fire alarm system that is coded and consists of approximately three and one-half million feet of aerial and underground wiring, street alarm boxes, and related signaling equipment. The installation of street alarm boxes and related wiring is accomplished by department personnel. Maintenance to all phases of the system is also accomplished.

The Training Division is supervised by the Training Officer. It is comprised of the four duty Deputy Chiefs who are supplemented by Emergency Services personnel acting as Hazardous Material Coordinators, Emergency Medical Coordinators, ET Instructors, and Special Training Instructors. They are responsible for the yearly training schedule for fire suppression, medical emergency, rescue procedures, and hazardous material response team.

The Maintenance Division is supervised by the Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles to insure effective and economical operation of equipment. Duties include: preventive maintenance checks for all engine companies and truck companies; test all fire apparatus yearly in accordance with N.F.P.A. standards; certify annually all S.C.B.A. tanks with the use of authorized flow bench to meet factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by Vehicle Maintenance for all Fire Department equipment; assist in development of specifications for fire apparatus.

The Fire Investigation Unit is supervised by the Fire Investigator who responds to all fires of suspicious in nature. Working with a police detective, all suspicious fires are thoroughly investigated and when necessary followed through the court process resulting in legal process that serves as a deterrent to potential lawbreakers. This Unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth to address the concerns and treatment of juvenile fire setters.

FIRE & RESCUE

Mission Statement

To proudly protect lives and property by providing prompt, skilled, cost effective fire protection and life safety services for the residents of Andover and its visitors.

FY2006 Objectives

DIVISION: ADMINISTRATION

• To provide a smooth transition of all personnel and operations of the Central Fire Station back into the new Public Safety Center.

DIVISION: TRAINING

• Continue training programs presently in place to ensure that all Department members are kept up to date on the latest firefighting training techniques. Expand training to include various aspects of technical rescues and confined space rescues.

DIVISION: EMERGENCY AMBULANCE SERVICE

• Continue to provide a first rate ambulance service for the residents of Andover.

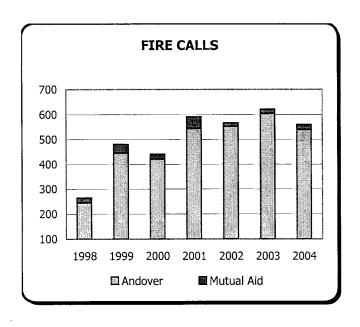
DIVISION: FIRE PREVENTION

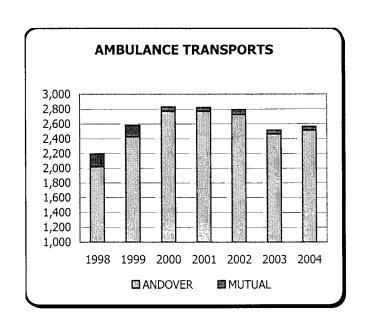
• Continue to provide fire prevention activities such as inspections, training and permitting to continue to make Andover a safe community.

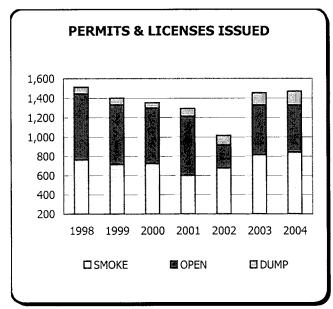
DIVISION: MAINTENANCE

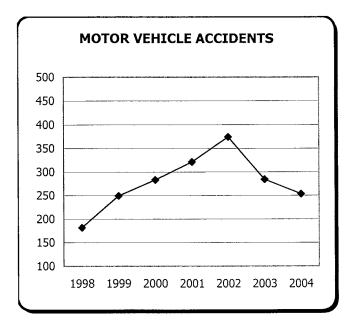
• Continue to coordinate the maintenance of the Department's vehicles to insure that they are always in top condition.

FIRE STATISTICS







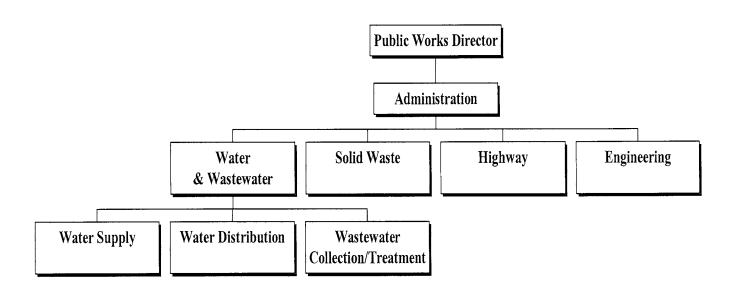


	Position <u>Classification</u>	FTE FY2003	FTE <u>FY2004</u>	FTE <u>FY2005</u>	TM REC FY2006	AMOUNT FY2006
	FIRE DEPARTMENT					
M-3	Fire Chief	1.0	1.0	1.0	1.0	111,454
I-16	Executive Secretary	1.0	1.0	1.0	1.0	50,315
I-10	Office Assistant I	1.0	1.0	1.0	1.0	38,779
Н	Deputy Chief	5.0	5.0	4.0	4.0	372,483
G	Lieutenant	13.0	13.0	13.0	13.0	928,965
F	FireFighter*	53.0	51.5	52.0	52.0	3,187,740
						4,689,736
	TOTAL POSITIONS	74.0	72.5	72.0	72.0	

Notes: *53 positions authorized, 52 funded

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
FIRE DEPARTMENT PUBLIC SAFETY					
012201 FIRE DEPT SALARIES					
5110 REGULAR WAGES	4,305,498	4,671,962	4,601,490	4,636,623	4,689,736
5111 ILD INJURED ON DUTY	20,870	31,602	0	40,000	
5123 MISC OVERTIME	808,161	873,856	800,000	875,000	875,000
5185 REG RETRO C/Y RETIRE	119,289	2,417	0	0	
5186 OVERTIME RETRO C/Y NO RET	28,629	0	0	0	
5187 REGULAR RETRO P/Y RET	154,976	2,439	0	0	
5188 OVERTIME RETRO P/Y NO RET	32,226	0	0	0	
FIRE DEPT SALARIES	5,469,649	5,582,275	5,401,490	5,551,623	5,564,736
012202 FIRE DEPT EXPENDITURES					
5211 ELECTRICITY	8,820	9,397	57,000	8,500	8,500
5213 HEATING OIL/NATURAL GAS	10,798	12,454	34,000	17,000	17,000
5220 TELEPHONE	9,229	11,531	9,200	9,200	9,500
5281 MAINT/REPAIRS BLDGS	1,074	1,258	1,500	2,500	2,500
5285 MAINT REPAIRS / OTHER EQUIP	16,938	15,278	16,000	16,000	16,000
5287 MAINT/REPAIRS RADIO & COMM	5,849	11,771	12,000	12,000	14,500
5294 CLOTHING ALLOWANCE	33,150	43,900	45,000	43,200	43,800
5295 OTHER SERVICES / CHGS	40,582	42,992	41,000	43,000	43,000
5296 MEDICAL EXPENSES	8,038	10,593	8,000	16,000	10,000
5310 OFFICE SUPPLIES	7,582	4,061	5,000	5,000	5,000
5330 OPERATING SUPPLIES BLDGS	8,163	9,033	6,500	14,000	10,000
5350 OPERATING SUPPLIES EQUIPMENT	27,117	14,201	21,000	21,000	25,000
5355 AUTOMOTIVE FUEL	20,628	22,818	19,000	24,000	24,000
5360 REPAIR PARTS EQUIPMENT	3,087	2,753	4,000	4,000	4,000
5393 SUPPLIES FIREFIGHTING	26,695	14,897	27,000	27,000	27,000
5430 OTHER EQUIPMENT	7,280	10,846	10,000	10,000	10,000
5720 TRAVEL/OUT-OF-STATE	2,949	2,220	2,500	2,500	2,500
5730 DUES/SUBSCRIPTIONS	5,154	3,154	3,600	3,800	3,800
FIRE DEPT EXPENDITURES	243,132	243,157	322,300	278,700	276,100
012201 FIRE DEPT SALARIES					
5811 FROM SALE OF SERVICE	-600,000	-700,000	-750,000	-750,000	-850,000
FIRE DEPT SALARIES	-600,000	-700,000	-750,000	-750,000	-850,000
TOTAL					
FIRE DEPARTMENT	5,112,781	5,125,432	4,973,790	5,080,323	4,990,836





Achieving the Mission of the Town and the long-term Vision of Andover

PUBLIC WORKS

Department Description

The Administration Division oversees the operations of the department and is responsible for all long range planning. The administrative staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, prepares personnel and payroll records for fifty-five employees, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, oversees the production of the potable water supply, coordinates the administrative support for all divisions, and handles all public inquiries.

The Engineering Division provides all project planning, "problem" study and resolution, and oversees all construction whether conducted by the Town or by contractor to ensure compliance with project plans. Oversees and inspects all subdivision construction to insure compliance with Town standards within areas that may be presented for acceptance and perpetual maintenance. Engineering also reviews all street openings and maintains liaison with State and County Public Works Departments on joint projects. The division handles citizen requests for information and provides service to other branches of Town Government, such as Community Development and Planning. The coordinating for meeting the new NPDES Phase II Storm Water Regulations will be handled by the Engineering Division.

The Water Division ensures the integrity of the water supplies and the surrounding water shed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all federal and state regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant, and distribution system, in addition to the customer services involving water meter installation, repair, meter reading, and resolving customer complaints.

The Solid Waste Division, with the assistance of the Plant & Facilities Department, operates and maintains the Town's compost site. The division is also responsible for managing the Town's Solid Waste contracts, which include the curbside collection of rubbish, leaves, recyclables including mixed residential paper, #1 thru #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the NESWC waste-to-energy facility in North Andover. The division also manages the one-day collections for household hazardous waste (HHW) and the CRT/Electronic recycling events.

The Street Lighting Division oversees the street lighting in Town as provided per contract with Massachusetts Electric Company, and includes any necessary wiring for new lighting or repairs to existing street lighting.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other DPW divisions and the Plant & Facilities Department. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings.

The Sewer Division maintains the Town's sewer infrastructure including the collection system, eleven current neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

Mission Statement

To continuously improve the quality of life for the community by protecting our water resources and by providing the finest drinking water, state of the art disposal for our water and solid wastes, and safe travel on our roadways & sidewalks.

PUBLIC WORKS

FY2006 Objectives

DIVISION: ADMINISTRATION

- To continue updating the long and short range plans for the department.
- To maintain and improve relationships with the Community.
- To insure that all Divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure and.
- To sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.

DIVISION: ENGINEERING

- To provide survey, design, and construction inspection for water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.
- Coordinate the construction and design of the expanding sanitary sewer system to meet the growing needs of the community and to address individual concerns.
- Coordinate the implementation of the town-wide Storm water Management Program in order to comply with the requirements of the new Federal NDPES Phase II Storm water regulations.
- Coordinate development and maintenance of the Town's GIS system and update water, sewer, and drain system records.

DIVISION: HIGHWAY

- Maintain and improve the transportation quality of the Town's roads as funds allow.
- Insure that the Town's drainage system meets the requirements of the Federal Government's Phase 2 standards for discharge of polluting materials by implementing Best Management Practices and design control measures.
- Maintain signs and pavement markings on our roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of our sidewalks.

DIVISION: SOLID WASTE

- Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- Maintain the mercury collection program to minimize the quantity of this toxic metal that reaches the trash-to-energy plant.
- Maintain the program of annually grinding/screening the compost material into a finished usable product that is utilized by various town departments.
- Assist the NESWC administration in extending the MTPC renewables grant fund.
- Investigate all possible options for waste disposal available to the Town of Andover after the expiration of the 4 yr. 9 mo. WNA disposal agreement which begins at the end of the NESWC operating agreement.

DIVISION: STREET LIGHTING

- Review alternatives to acquiring streetlights in order to realize cost savings opportunities created by the deregulation of the electric industry.
- Investigate areas for potential savings through elimination of unnecessary fixtures, changing light output where appropriate, or converting to more efficient lamps.

DIVISION: SEWER

- Operations have begun at the newly rehabilitated Greater Lawrence Sanitary District (GLSD) plant with the completion of the two facility projects to construct the sewer digesters and the sludge-to-fertilizer plant. This will allow area communities to become self sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration long distance trucking methods for disposal.
- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the additional sewer pumping stations, which are to come on-line with the completion of the sewer extension projects. There are eight new stations along with the original three, which brings the current total of stations to eleven.

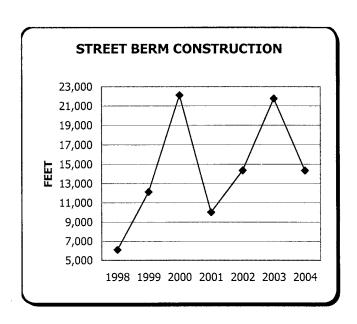
PUBLIC WORKS

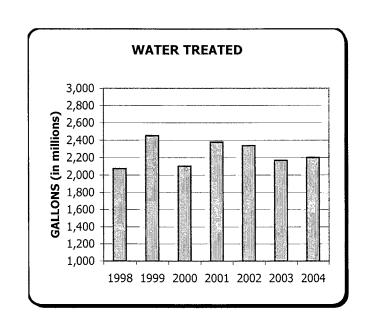
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Develop alternatives that will minimize costs to the Town of Andover for implementing Federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part.

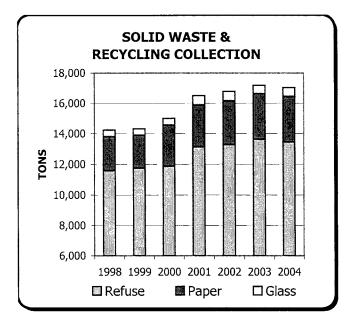
DIVISION: WATER

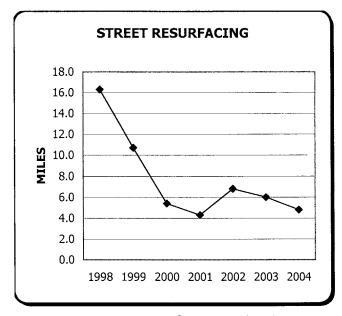
- To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfect ion by-products, ozone by-products, metals, and volatile organic materials.
- Meet new standards associated with the Stage 2 Disinfection/Disinfection By-Products and Long Term 1 Enhanced Surface Water Treatment rules.
- Implement conservation activities and source water protection plans.
- Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted at night when homeowners are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.

PUBLIC WORKS STATISTICS









	Position <u>Classification</u>	FTE FY2003	FTE FY2004	FTE FY2005	TM REC FY2006	AMOUNT FY2006
	PUBLIC WORKS					
	DPW ADMINISTRATION					
M-3	Director of Public Works	1	1	1	1	97,218
1-24	Business Manager	1	1	1	1	67,404
I-14	Administrative Secretary	1	1	1	1	<u>45,232</u>
	,					209,854
	ENGINEERING					209,004
I-28	Town Engineer	1	1	1	1	82,062
I-26	Asst. Town Engineer	1	1	1	1	67,792
I-20	Construction Inspector	1	1	1	1	62,453
I-22	Junior Civil Engineer	1	1	•	•	02,400
1-20	outilor Olvii Engineer	1	,			242 207
	HIGHWAY					212,307
1.20		1	1	1	1	70 740
I-28	Superintendent	1	1	1	1	78,748
I-26	General Foreman	1	1	1	1	73,930
W-9	Working Foreman	2	2	2	2	100,257
W-5	Grader/Equipment Operator II	1	1	1	1	41,845
W-4	Equipment Operator II	5	5	8	8	339,789
W-3	Equipment Operator I	7	7	3	3	<u>121,351</u>
	Vacancy factor		(1)			
		24	23	22	22	755,920
	SEWER					
1-24	Projects Engineer	1	1	1	1	62,000
I-24	GIS Coordinator	0.5	0.5	0.5	0.5	27,550
W-9	WTF Station Operator	2	2	2	2	99,848
W-9	Working Foreman	1	1	1	1	50,249
W-5	Licensed Maintenance	1	1	1	1	43,617
I-12	Office Assistant II	0.6	0.6	0.6	0.6	<u>28,050</u>
		6.1	6.1	6.1	6.1	311,314
	WATER					
I-28	Superintendent-Water Treatment Plant	1	1	1	1	80,859
I-28	Superintendent-Distribution	1	1	1	1	80,859
I-26	Chief of Maintenance	1	1	1	1	72,846
I-26	General Foreman- Distribution	1	1	1	1	64,429
1-24	GIS Coordinator	0.5	0.5	0.5	0.5	27,550
I-22	Civil Eng/CADD Manager	1	1	1	1	52,947
1-24	Water Resources Coordinator	0.8	0.8	1	1	66,142
I-24	Chief Chemist	1	1	1	1	66,261
I-22	Environmental Analyst	1	1	1	1	50,145
I-20	Junior Civil Engineer			1	1	45,131
I-16	Water/Sewer Account Supervisor	1	1	1	1	50,315
I-16	Office Manager	1	1	1	1	49,581
1-14	Office Assistant III	1	1	1	1	45,906
W-9	WTF Station Operator	5	4	4	4	197,373
W-5	Licensed Maintenance	5	5	5	5	219,583
W-3	Water Meter Reader	2	2	2	2	83,087
W-1	Custodian	1	1	1	1	<u>37,941</u>
						1,290,955
	TOTAL POSITIONS	24.3	23.3	24.5	24.5	.,_00,000

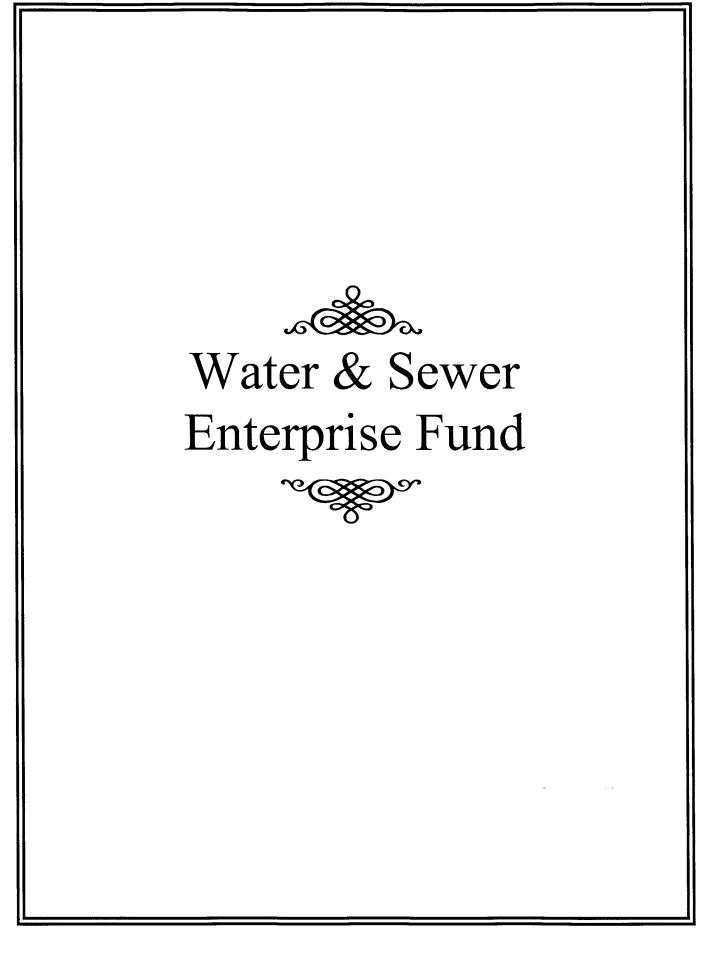
	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
DPW ADMINISTRATION PUBLIC WORKS					
014211 DPW ADMINISTRATION SALARIE	S				
5110 REGULAR WAGES	200,719	223,119	208,300	208,300	209,854
5185 REG RETRO C/Y RETIRE	2,154	3,055	0	0	
5187 REGULAR RETRO P/Y RET	3,312	3,225	0	0	
DPW ADMINISTRATION SALARIES	206,185	229,399	208,300	208,300	209,854
014212 DPW ADMINISTRATION EXPENDI	TURES				
5720 TRAVEL/OUT-OF-STATE	440	1,447	2,000	2,000	2,000
DPW ADMINISTRATION EXPENDITURES	440	1,447	2,000	2,000	2,000
TOTAL DPW ADMINISTRATION	206,625	230,845	210,300	210,300	211,854

					TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2003	FY2004	FY2005	FY2005	FY2006
DPW HIGHWAY PUBLIC WORKS					
014221 HIGHWAY SALARIES					
5110 REGULAR WAGES	707,796	736,177	752,756	752,756	755,920
5120 OVERTIME	76,093	87,163	85,000	90,000	90,000
5160 SNOW OVERTIME	231,654	209,293	180,000	180,000	180,000
5185 REG RETRO C/Y RETIRE	0	4,416	0	0	
5187 REGULAR RETRO P/Y RET	19,748	4,857	0	0	
5188 OVERTIME RETRO P/Y NO RET	10,317	0	0	0	
HIGHWAY SALARIES	1,045,608	1,041,906	1,017,756	1,022,756	1,025,920
014222 HIGHWAY DEPT EXPENDITURES	i				
5220 TELEPHONE	7,587	9,092	9,000	9,000	9,000
5291 RENTALS EQUIPMENT	1,095,829	575,004	835,000	835,000	835,000
5294 CLOTHING ALLOWANCE	5,607	4,225	5,400	5,400	5,400
5295 OTHER SERVICES / CHGS	40,276	94,376	50,000	50,000	50,000
5310 OFFICE SUPPLIES	158	335	400	400	400
5330 OPERATING SUPPLIES BLDGS	15,893	22,722	18,000	18,000	18,000
5350 OPERATING SUPPLIES EQUIPMENT	0	-230	8,000	8,000	8,000
5355 AUTOMOTIVE FUEL	0	33,097	28,000	35,000	35,000
5360 REPAIR PARTS EQUIPMENT	6,862	6,859	8,000	8,000	8,000
5370 OPERATING SUPPLIES CONSTRUCT	116,832	139,849	111,000	111,000	111,000
5375 ROAD SALT	179,178	192,335	150,000	190,000	190,000
5376 SAND	72,582	22,502	62,000	42,000	42,000
5395 OTHER COMMODITIES	4,251	4,967	4,000	5,000	5,000
5410 MACHINERY / EQUIPMENT	22,777	28,027	30,000	30,000	30,000
5710 TRAVEL/IN-STATE	653	670	600	600	600
HIGHWAY DEPT EXPENDITURES	1,568,487	1,133,828	1,319,400	1,347,400	1,347,400
TOTAL					
DPW HIGHWAY	2,614,095	2,175,734	2,337,156	2,370,156	2,373,320

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
DPW SOLID WASTE PUBLIC WORKS					
014331 SOLID WASTE SALARIES					
5120 OVERTIME	634	440	3,500	3,500	3,500
5188 OVERTIME RETRO P/Y NO RET	99	0	0	0	
SOLID WASTE SALARIES	733	440	3,500	3,500	3,500
014332 SOLID WASTE EXPENDITURES					
5250 ADVERTISING	6,321	2,800	11,000	11,000	11,000
5270 PRINTING	4,075	4,235	6,000	6,000	6,000
5291 RENTALS EQUIPMENT	26,550	34,699	35,000	35,000	35,000
5295 OTHER SERVICES / CHGS	2,168,498	1,737,372	1,610,000	1,610,000	1,480,000
5297 RECYCLING SERVICES	391,128	367,733	466,000	466,000	477,000
SOLID WASTE EXPENDITURES	2,596,571	2,146,839	2,128,000	2,128,000	2,009,000
TOTAL					
DPW SOLID WASTE	2,597,305	2,147,280	2,131,500	2,131,500	2,012,500

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
DPW STREET LIGHTING PUBLIC WORKS					
014242 STREET LIGHTING EXPENDITUR	ES				
5211 ELECTRICITY	210,050	229,330	220,000	230,000	240,000
STREET LIGHTING EXPENDITURES	210,050	229,330	220,000	230,000	240,000
TOTAL DPW STREET LIGHTING	210,050	229,330	220,000	230,000	240,000

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	TOWN MGR RECOMM.
	FY2003	FY2004	FY2005	FY2005	FY2006
DPW ENGINEERING PUBLIC WORKS					
014101 ENGINEERING SALARIES					
5110 REGULAR WAGES	244,059	230,508	216,173	216,173	212,307
5130 PART TIME	6,237	7,448	15,000	15,000	15,000
5185 REG RETRO C/Y RETIRE	0	7,055	0	0	
5187 REGULAR RETRO P/Y RET	0	7,322	0	0	
ENGINEERING SALARIES	250,296	252,333	231,173	231,173	227,307
014102 ENGINEERING EXPENDITURES					
5282 MAINT/REPAIRS OFFICE EQUIP	2,625	3,027	2,500	2,500	2,500
5295 OTHER SERVICES / CHGS	190	20	700	700	700
5310 OFFICE SUPPLIES	988	676	1,000	1,000	1,000
5380 MINOR APPARATUS / TOOLS	566	211	500	500	500
5395 OTHER COMMODITIES	287	572	650	650	650
5710 TRAVEL/IN-STATE	0	454	300	300	300
5730 DUES/SUBSCRIPTIONS	5,689	397	200	200	200
ENGINEERING EXPENDITURES	10,346	5,355	5,850	5,850	5,850
TOTAL DPW ENGINEERING	260,642	257,688	237,023	237,023	233,157



	ACTUAL FY2003	. ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	FY2006
WATER DEPT PUBLIC WORKS					
71001 WATER ENTERPRISE FUND SALARIES					
5110 REGULAR WAGES	1,063,121	1,154,464	1,224,441	1,224,441	1,263,405
5120 OVERTIME	220,636	226,963	288,500	265,000	288,500
5130 PART TIME	69,469	78,938	47,334	85,200	27,550
5140 SEASONAL	24,748	616	10,000	10,000	10,000
5141 OUR TOWN	2,952	0	0	0	
5185 REG RETRO C/Y RETIRE	0	18,672	0	0	
5186 OVERTIME RETRO C/Y NO RET	0	70	0	0	
5187 REGULAR RETRO P/Y RET	18,705	18,706	0	0	
5188 OVERTIME RETRO P/Y NO RET	8,363	201	0	0	
5189 UNCLASSIFIED PAYROLL	0	0	0	0	64,000
WATER ENTERPRISE FUND SALARIES	1,407,993	1,498,630	1,570,275	1,584,641	1,653,455
71002 WATER EXPENSES					
5211 ELECTRICITY	492,799	568,910	645,000	600,000	655,000
5213 HEATING OIL/NATURAL GAS	59,641	62,127	60,000	68,000	82,000
5220 TELEPHONE	28,148	24,300	30,000	30,000	30,000
5250 ADVERTISING	2,197	0	5,000	5,000	5,000
5270 PRINTING	2,699	5,872	9,000	9,000	9,000
5285 MAINT REPAIRS / OTHER EQUIP	105,176	92,116	115,000	115,000	165,000
5294 CLOTHING ALLOWANCE	3,250	3,900	4,225	4,225	4,225
5295 OTHER SERVICES / CHGS	201,243	176,151	170,500	170,500	170,500
5310 OFFICE SUPPLIES	9,045	7,109	7,000	7,500	8,000
5323 CHEMICALS	299,967	315,236	400,000	365,000	425,000
5324 WATER LAB SP/EQUIP	57,546	38,640	65,000	65,000	65,000
5325 WATER CONSERVATION	14,599	26,517	35,000	35,000	35,000
5330 OPERATING SUPPLIES BLDGS	30,127	9,617	14,000	14,000	14,000
5335 FUEL OIL	1,457	1,256	12,000	12,000	12,000
5350 OPERATING SUPPLIES EQUIPMENT	149,495	145,493	155,000	155,000	155,000
5355 AUTOMOTIVE FUEL	20,250	22,874	25,000	25,000	25,000
5360 REPAIR PARTS EQUIPMENT	55,129	58,001	115,000	115,000	115,000
5364 REPAIRS-WATER VEHICLES	9,892	16,402	12,000	16,000	16,000
5380 MINOR APPARATUS / TOOLS	2,181	2,327	6,000	6,000	6,000
5395 OTHER COMMODITIES	27,521	29,040	32,000	32,000	32,000
5410 MACHINERY / EQUIPMENT	43,067	109,550	127,000	127,000	90,000
5710 TRAVEL/IN-STATE	3,371	5,701	5,000	5,000	5,000
5720 TRAVEL/OUT-OF-STATE	1,075	1,562	5,000	5,000	5,000
5730 DUES/SUBSCRIPTIONS	27,147	61,983	44,000	50,000	50,000
WATER EXPENSES	1,647,023	1,784,682	2,097,725	2,036,225	2,178,725
TOTAL WATER DEPT	3,055,016	3,283,312	3,668,000	3,620,866	3,832,180

BUDGET and RATE PROJECTION

	FY2006 <u>PROJ</u>	FY2007 <u>PROJ</u>	FY2008 <u>PROJ</u>	FY2009 <u>PROJ</u>	FY2010 PROJ
WATER					
WATER Direct Costs:					
Personal services	1,653,455	1,703,059	1,754,150	1,806,775	1,860,978
Ordinary Maint.	2,178,725	2,244,087	2,311,409	2,380,752	2,452,174
Capital Articles	250,000	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL DIRECT COSTS	4,082,180	3,947,145	4,065,560	4,187,527	4,313,152
INDIRECT COSTS					
Vehicle Maint.	76,510	78,805	81,170	83,605	86,113
DPW Admin.	105,618	108,786	112,050	115,411	118,874
Gen Admin. and Fin.	270,500	278,615	286,974	295,583	304,450
Maint. Admin	16,455	16,949	17,457	17,981	18,520
Motor Vehicle Ins.	18,394	18,945	19,514	20,099	20,702
Comprehensive Ins.	118,507	122,063	125,725	129,496	133,381
Workmen's Comp.	33,433	34,436	35,469	36,533	37,629
Retirement	251,624	259,172	266,947	274,956	283,205
Health Ins.	299,460	344,379	396,036	455,441	523,757
Engineering	38,914	40,082	41,284	42,523	43,798
TOTAL INDIRECT COSTS	1,229,415	1,302,233	1,382,625	1,471,628	1,570,430
DEBT SERVICE					
Existing Debt	1,458,593	1,451,313	1,237,242	1,188,311	1,068,271
Debt Authorized Not Yet Borrowed	116,000	285,000	278,000	271,000	265,000
CIP Debt	1 574 502	1 726 212	1 515 242	1 450 211	1 222 271
TOTAL DEBT SERVICE	1,574,593	1,736,313	1,515,242	1,459,311	1,333,271
GRAND TOTAL COSTS	6,886,188	6,985,691	6,963,427	7,118,466	<u>7,216,853</u>
WATER REVENUES					
Water rates (NET)	6,400,000	6,500,000	6,600,000	6,700,000	6,800,000
Use increase	100,000	100,000	100,000	100,000	100,000
RATE factor	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
Projected Rate Collections	6,500,000	6,600,000	6,700,000	6,800,000	6,900,000
Service line fee	40,000	40,000	40,000	40,000	40,000
Water testing fee	5,000	5,000	5,000	5,000	5,000
Water liens	40,000	40,000	40,000	40,000	40,000
Water connection	50,000	50,000	50,000	50,000	50,000
Interest income	80,000	80,000	80,000	80,000	80,000
Water betterments	1,947	1,947	1,947	1,947	1,947
Transfer from Reserves	<u>250,000</u>	112,980	<u>0</u>	42,358	38,971
GRAND TOTAL REVENUES	6,966,947	6,929,927	<u>6,916,947</u>	7,059,305	7,155,918
SURPLUS/(DEFICIT)	80,759	-55,764	-46,480	-59,161	-60,935
% Self sufficient	101%	99%	99%	99%	99%
New rate	2.52	2.52	2.52	2.52	2.52
Old rate	2.52 2.52	2.52 2.52	2.52 2.52	2.52 2.52	2.52 2.52
Rate increase	$\frac{2.92}{0.00}$	$\frac{2.02}{0.00}$	0.00	$\frac{2.52}{0.00}$	0.00
	70				

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
SEWER DEPT PUBLIC WORKS					
70001 SEWER PERSONAL SERVICES					
5110 REGULAR WAGES	233,326	248,216	300,279	248,000	255,714
5120 OVERTIME	15,584	25,527	33,000	33,000	33,000
5130 PART TIME	49,190	53,685	26,818	52,160	55,600
5187 REGULAR RETRO P/Y RET	6,302	2,930	0	0	
5188 OVERTIME RETRO P/Y NO RET	913	7	0	0	
5189 UNCLASSIFIED PAYROLL	0	0	0	0	14,000
SEWER PERSONAL SERVICES	305,314	330,365	360,097	333,160	358,314
70002 SEWER EXPENSES					
5211 ELECTRICITY	44,638	56,062	65,000	60,000	70,000
5220 TELEPHONE	1,921	2,017	5,000	5,000	5,000
5270 PRINTING	0	0	600	600	600
5294 CLOTHING ALLOWANCE	1,300	1,300	1,300	1,300	1,300
5295 OTHER SERVICES / CHGS	117,405	48,598	90,500	90,500	90,500
5323 CHEMICALS	1,688	2,085	10,100	8,000	8,000
5330 OPERATING SUPPLIES BLDGS	4,815	196	2,000	2,000	2,000
5335 FUEL OIL	1,606	2,228	9,000	9,000	9,000
5360 REPAIR PARTS EQUIPMENT	13,574	29,668	30,000	30,000	30,000
5380 MINOR APPARATUS / TOOLS	561	0	1,000	1,000	1,000
5410 MACHINERY / EQUIPMENT	28,703	27,838	60,000	60,000	60,000
5600 GREATER LAW SANITARY DISTRICT	1,181,735	1,064,815	1,350,000	1,350,000	1,385,000
5710 TRAVEL/IN-STATE	0	0	600	600	600
SEWER EXPENSES	1,397,946	1,234,807	1,625,100	1,618,000	1,663,000
TOTAL SEWER DEPT	1,703,261	1,565,172	1,985,197	1,951,160	2,021,314

BUDGET and RATE PROJECTION

	FY2006 PROJ	FY2007 PROJ	FY2008 <u>PROJ</u>	FY2009 <u>PROJ</u>	FY2010 PROJ
SEWER					
SEWER Direct Costs:					
Personal services	358,314	369,063	380,135	391,539	403,286
Ordinary Maint.	278,000	286,340	294,930	303,778	312,891
Capital Articles	1 205 000	1 412 700	1 440 054	1 460 772	1 400 160
Sewer Assessment	1,385,000 2,021,314	1,412,700 2,068,103	1,440,954 2,116,020	1,469,773 2,165,091	1,499,169 2,215,346
TOTAL DIRECT COSTS	2,021,314	2,000,103	2,110,020	2,103,091	2,213,340
INDIRECT COSTS					
Vehicle Maint.	27,612	28,440	29,293	30,172	31,077
DPW Admin.	19,784	20,378	20,989	21,619	22,267
Gen Admin. and Fin.	42,321	43,590	44,898	46,245	47,632
Maint. Admin	5,856	6,032	6,213	6,399	6,591
Motor Vehicle Ins.	6,170 4,718	6,356 4,860	6,546 5,006	6,743 5,156	6,945 5,310
Comprehensive Ins. Workmen's Comp.	12,994	13,384	13,786	14,199	14,625
Retirement	26,902	27,709	28,540	29,396	30,278
Health Ins.	42,380	48,738	56,048	64,455	74,124
Engineering	44,812	46,157	47,541	48,968	50,437
TOTAL INDIRECT COSTS	233,550	245,643	258,860	273,352	289,287
DEBT SERVICE					
Existing Debt	2,165,410	2,121,435	1,832,259	1,775,917	1,692,591
Debt Authorized Not Yet Borrowed	278,000	689,000	942,000	1,007,000	984,000
New Debt-CIP	0	0	0	0	Ó
BAN Interest	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	0
TOTAL DEBT SERVICE	2,443,410	2,810,435	2,774,259	2,782,917	2,676,591
TOTAL COSTS	4,698,274	5,124,181	5,149,139	5,221,359	<u>5,181,224</u>
SEWER REVENUES					
Rates (Net actual for FY2004 to start fy2005)	2,862,468	3,229,090	3,628,708	3,728,708	3,828,708
Sewer use increase	100,000	100,000	100,000	100,000	100,000
RATE factor	<u>109%</u>	<u>109%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
Projected rate collections	3,229,090	3,628,708	3,728,708	3,828,708	3,928,708
Sewer liens	25,129	25,129	25,129	25,129	25,129
Committed interest	138,000	138,000	138,000	138,000	138,000
Interest income	18,000	18,000	18,000	18,000	18,000
Sewer betterments	150,000	150,000	150,000	150,000	150,000
Sewer betterments (So.Main/Rogers Br)	975,000	975,000	975,000	975,000	975,000
Sewer betterments (Forest Hill/Cross St)	174,000	174,000	174,000	174,000	174,000
State grants Transfer from Reserves	<u>0</u>	25,661	<u>0</u>	<u>0</u>	0
GRAND TOTAL REVENUES	4,709,219	5,134,498	5,208,837	5,308,837	5,408,837
SURPLUS/(DEFICIT)	10,945	10,317	59,698	87,478	227,613
% self sufficient	10,943	100%	101%	102%	104%
, 5 55-2 564445444	100,0	,0	101/0		. 2 9 1 / 9
New rate	2.86	3.12	3.12	3.12	3.12
Old rate	<u>2.62</u>	2.86	<u>3.12</u>	3.12	3.12
Rate increase	0.24	0.26	0.00	0.00	0.00

WATER AND SEWER RATE HISTORY

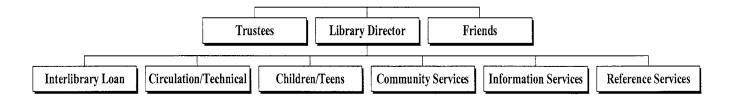
FISCAL	WATER	SEWER	WATER SALE TO
YEAR .	<u>RATE</u>	RATE	OTHER COMMUNITIES
2005	2.52	2.62	3.02
2004	2.52	2.52	3.02
2003	2.52	2.52	3.02
2002	2.52	2.42	3.02
2001	2.52	2.42	3.02
2000	2.52	2.12	3.02
1999	2.52	1.98	3.02
1998	2.52	1.98	3.02
1997	2.52	1.98	3.02
1996	2.52	1.98	3.02
1995	2.52	1.98	3.02
1994	2.52	1.98	3.02
1993	2.33	1.98	2.80
1992	2.33	1.98	2.80
1991	2.20	1.98	2.65
1990	1.91	1.82	2.36

NOTES

Rates are per 100 cubic feet

Typical residential bill calculated at 12,000 cubic feet per year. Varies depending upon water use





Achieving the Mission of the Town and the long-term Vision of Andover

Department Description

Memorial Hall Library makes available a broad range of library materials, provides up-to-date and accurate information, and offers services and programs desired by the community of Andover.

The **Circulation Desk** is the initial point of service for most adults using the library and this nerve center of library operations coordinates all loans of library materials, reserves, overdues, and museum passes. The Circulation Department is also responsible for collection maintenance.

The **Automation and Technical Services Department** is responsible for ordering, receiving, cataloging and preparing all library materials for circulation. Catalog records are entered into the 35 member Merrimack Valley Library Consortium data base and are available to home users by searching through the Internet.

The Reference Department is the core of the information services provided to the community. Whatever the question, the Reference Librarians are prepared to search the library's collection of books, periodicals, the Internet, CD ROM and online databases, microfilm, microfiche and pamphlets to find the needed answer. A network-wide special "Community Information Database" file is maintained to give needed information and referral to Merrimack Valley social agencies. The Reference Department maintains extensive legal and business files and supervises use of the local history collection contained in the Andover Room. The Reference Department maintains and provides instruction for the Internet connected workstations open to the public. A PC center is also available for patrons needing to use word processing software. The Reference Department also monitors a "live" reference collaborative service to answer questions online 24 hours a day, 7 days a week. As the supplemental reference center for the newly formed Northeast Massachusetts Regional Library System, the department answers questions from non-residents and other libraries in northeastern Massachusetts.

The Children's Room plans and provides services for children of Andover, birth through grade 6. Programs such as story hours, story crafts, music and summer reading programs form a continuing base of activities. All programs are planned to meet children's developmental needs. The Children's Room staff are especially mindful of the need to help children and their families select the materials they need to progress as readers and as learners. Teen services to middle and high school students include a separate space (Young Adult –Teens Room) for study and teen related collections with YA staff assigned to assist students with their use of library resources. The Children's Room and Young Adult department maintain a cooperative relationship with Andover Schools.

The **Community Services Librarian** organizes library programs, exhibits and publications and serves as the library's liaison to the Friends of Memorial Hall library. Special services, including delivery to shut-ins, are provided.

The Inter-Library Loan Department processes inter-library loan requests from libraries in the Northeast Massachusetts Regional Library System. This department also coordinates and delivers requests for information and materials between all libraries in the region.

The library's traditional mission and goals are more and more reliant on technology-based solutions. Our **Information Services Department**, working closely with library administration, Town IS, and consortium technology staff, is responsible for ensuring that both public and staff have access to high quality electronic information products and a secure and reliable network infrastructure. The IS Department supports both staff and public (web-based) email and Internet access, Microsoft Office applications, reference databases, and the library's home page. Increasingly, IS staff is designing customized and innovative solutions that meet the evolving information needs of our users and that increase the productivity of our staff.

Mission Statement

Memorial Hall Library is the informational, educational, and cultural heart of the Andover community. The library is the place of first resort for traditional and innovative library materials, services, and programs. It also serves as a community platform for information-based technological innovation. The library continually strives to maintain a standard of exceptional service that contributes to a higher quality of life for all members of the community at every stage of their lives.

FY2006 Objectives

DIVISION: ADMINISTRATION AND INFORMATION SERVICES

- ◆ Work with the Trustees, Staff, and Community to develop a strategic plan for the library that will result in the fulfillment of that part of the library's mission to utilize technology and the Internet to the fullest possible extent:
 - ✓ Complete activities to create a 501 C3 organization to raise funds for library-based technology projects. Paperwork filed with IRS. Waiting for approval.
 - ✓ Implement the two-year LSTS "Serving People with Disabilities" grant awarded through the Massachusetts Board of Library Commissioners by working with advisory groups and library staff to make the library more accessible to people with disabilities. Year 1 completed, Year 2 in progress.
 - ✓ Complete planning activities that will establish a vision for the library of the future. A long range plan for the next five years has been completed and accepted by the Massachusetts Board of library Commissioners. The library trustees' strategic planning committee will continue to meet in FY2006 to continue to develop priorities for the future and develop fundraising strategies.
 - ✓ Library Strategic Planning will continue to develop fund-raising strategy to take advantage of 501 C3 status of Library Foundation.
- Continue to supply the equipment and training for library users and staff that will fulfill the library's role as the provider of technology based information services for all library users and staff: 1.3, 3.2
 - ✓ Expand the library's intranet to enhance communication, increase productivity, and improve staff morale. The library's staff intranet, called "Frogs," is up and working and will be a continuing project.
 - ✓ Investigate options for appropriate computer technology for school-age children in the Children's Room and implement that technology in cooperation with the Children's Room staff. Options have been investigated and to implement a program of computer use for elementary age children, a small budget request is being made in FY06 for coverage during after-school hours..
 - ✓ Develop systems to enable staff to add web content to our home page safely, and in a consistent style. With the completion of the library's new home page, the staff is currently being trained in this activity.
 - ✓ Investigate and implement solutions that protect the integrity of our networks, both public and staff. The library's web server has been replaced and the firewalls and security systems enhanced.
 - ✓ Develop replacement plan for both public and staff computers to prepare for the coming Horizon automation upgrade. Because of delays by the MVLC consortium, this project will not be implemented in FY 2005. MHL continues to monitor progress in order to be prepared when the upgrade happens in FY 2006.
 - ✓ Upgrade library PC's to provide additional functionality of new Horizon release for circulation and cataloging activities.
 - ✓ Develop a plan to expand wireless access throughout the library.
- To continue to work with the 254 libraries in the Northeast Massachusetts Regional Library System to provide the best possible services to these libraries in the following areas 2:
 - > Take a leadership role in bringing 24/7 Reference service to all regional libraries. MHL's Reference Staff has increased use of this service through increased training and marketing in the Merrimack Valley Library Consortium. This project will continue in FY06.
 - > Continue to provide Interlibrary Loan services in spite of severe cutbacks in state funding.
 - MHL will continue to serve as Regional Reference Center for the Northeast Massachusetts Regional Library System and will expand use of the 24/7 Reference service by other libraries.
- To continue to participate in the town-wide GIS project by providing public access to GIS products in the library.
- To continue to work with the Plant and Facilities Department to complete capital improvement projects creating office space on the balcony, and an enhanced HVAC system for the top floor of the library.
- Continue the design, and implementation of the library's home page in ways that will promote overall use of library including increased use of its programs, collections, and electronic resources.

- Complete the redesign web page, utilizing the programming skills of the library's technical staff working with a graphic designer to complete the page.
- ✓ Continue to increase content on home page by training staff to assume responsibility for various sub webs, particularly teens, children's and local Andover information.
- ✓ Increase community input into the Andover Area Community Events Calendar and promote calendar
- ✓ Investigate feasibility of web-based access to a register of historical properties in Andover.
- ✓ Participate in the Town's efforts to enhance the Town web page.
- ✓ Expand "Living in Andover" subweb to include more local information
- ✓ Expand "Bookletters" functionality to the Teen and Kids subwebs.
- ✓ Include more content from Teens in the Teen Subweb.

DIVISION: CIRCULATION AND TECHNICAL SERVICES DEPARTMENTS

- To create additional efficiencies in the use of supplies and by instilling cooperation among staff. To develop and implement new procedures for ordering, inventorying, and storage of supplies to avoid duplication and prevent waste.
- To continue to train para-professionals in technical services functions.
- To continue to evaluate call numbers to make the collection more accessible for patrons and staff. To look at staff's off-desk duties and make adjustments due to staff skills and/or possible budget cuts.
- To continue to work with MVLC staff and member libraries to improve the Horizon automated system through the MVLC special interest groups.
 - (Circulation/ILL and Technical Service groups) In FY06, staff will be trained in the use of changes in the cataloging and circulation software (Horizon release 7.3).
- To optimize the display and organization of videos and DVDs in the Video Room and explore the need for more display space. This project was completed in FY05.
- To work with the Level 1 Design committee to assess first floor conditions and to recommend a plan for the ideal use of space. Desk to be completed in FY05.
- To investigate cataloging internet resources that appear on our homepage so they will appear as bibliographic records in Horizon.
- To carry out regular circulation department meetings to discuss new procedures and policies, problems, etc.
- To design and implement a formal in-house process for professionally repairing and mending library materials
- To continue to process all acquisitions as efficiently and carefully as possible.
- To monitor the flow of materials through TPD to make sure all formats are processed in a timely manner.

DIVISION: REFERENCE

- To provide an answer for every person asking a question either through the resources available within the library or through the networked resources available outside the library.
- To continue to develop services in the library's newly created Young Adult area by providing staff to assist students with homework and information literacy.
- To provide assistance to library patrons in the use of the web-based catalog and electronic databases by one-on-one training sessions.
- To participate in the 24/7 project as part of the MassAnswers statewide service to provide live chat reference coverage 24 hours a day, 7 days a week.
- To continue to monitor changes in school curriculum and to buy additional reference materials in needed subject areas.
- To continue to purchase electronic databases to enhance services to remote users.
- To continue to train reference staff on software programs and new electronic databases.
- To provide roaming reference service to all floors of the building with a wireless laptop computer.
- To continue to upgrade the software based signup system to more equitably provide access to the library's PC resources.
- To continue our efforts to preserve local historical materials as recommended in the Preservation survey completed in 2000.
- To continue to support the Northeast regional libraries by planning and carrying out workshops for member libraries and providing tours of Memorial Hall for visiting member librarians.
- To enhance Memorial Hall Library staff skills through their participation in regional and state training sessions.

- To continue to work on cooperative efforts with NMRLS, the Boston Public Library, and other regional providers of service in order to provide answers to all libraries and their requests for assistance.
- To provide classes for patrons in the use of our homepage, online catalog, remote services, and web searching.

DIVISION: CHILDREN'S ROOM

- To continue to offer and promote reference and homework help with a dedicated staff member working at a reference desk in the new space in the Children's Room. Budget for 10 hours staff time needed.
- To work with IT Department in planning and providing a full-range of PC services for elementary-aged children similar to the services offered in the Teen Room.
- To continue to offer programs during the year for "Homeschoolers" who use the Children's Room as a resource.
- To continue to develop the Children's Room web site as part of the library's redesign of the home page.
- To continue to offer additional programming for the very young, i.e. infants and toddlers and parents both as a service to the patrons and as a way to attract new families to the Children's Room. To offer programs, which meet the needs of our youngest patrons, focused on Emergent or Early Literacy and language development.
- To continue to monitor developments with the curriculum frameworks as adopted by Andover Schools and to search out materials that will be helpful to teachers and students in those areas.
- To continue to collaborate with the Young Adult staff and create services for our older elementary students to provide a "bridge" to the Teen/Young Adult Department.
- To enhance current programming for young elementary children and their parents by carrying out the LSTA grant awarded the Children's Room to provide children 3-7 years old with science materials.
- To continue to cooperate with the local pre-schools and day care centers by providing literature kits and by hosting visits or making visits to conduct story times.
- To continue to enhance our reader's advisory services through staff book reviews and book lists.

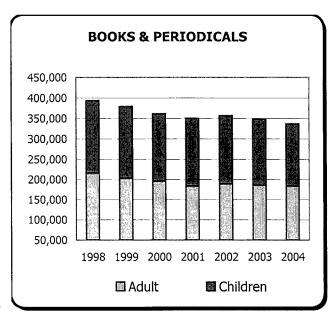
DIVISION: COMMUNITY SERVICES

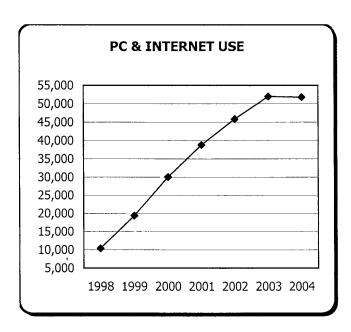
- To continue to work with the Library's Information Services and Reference Departments on the community calendar.
- To continue to develop monthly weekday programs, Sunday concerts, and displays throughout the library and to publicize programming with a monthly column in The Andover Townsman.
- To continue the month-long series of programs dealing with genealogy and a separate series on fishing.
- To establish a series of "Brown Bag" lunchtime programs based on community issues.
- To continue to work with the Reference Dept. & Merrimack Valley Library Consortium, to call organizations and verify information for the Community Information Data base & Summer Camps in the Merrimack Valley.
- To continue to work with the FRIENDS of the Library in developing programs, developing a newsletter, fundraising, and cooperative ventures with libraries in other countries.
- To continue to work with the senior volunteers on the 3 books sales and on sorting and storing books in the limited space in the library.

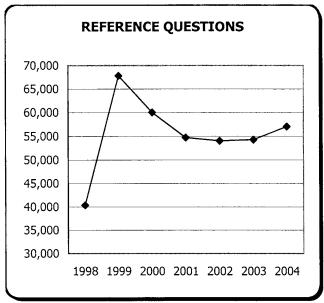
DIVISION: INTERLIBRAY LOAN

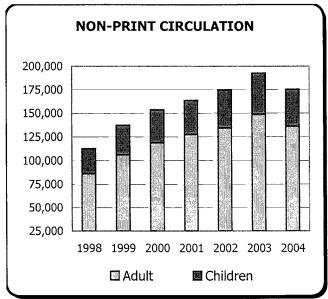
- To prepare for the upcoming radical changes in OCLC ILL procedures and, with the IT staff, to modify the inhouse Access database to adapt to those changes.
- To find and train back up staff to help normalize the workload for regular ILL staff during vacations or sick leave.
- To do more training in regional ILL procedures with member library ILL staffs, if possible.

LIBRARY STATISTICS





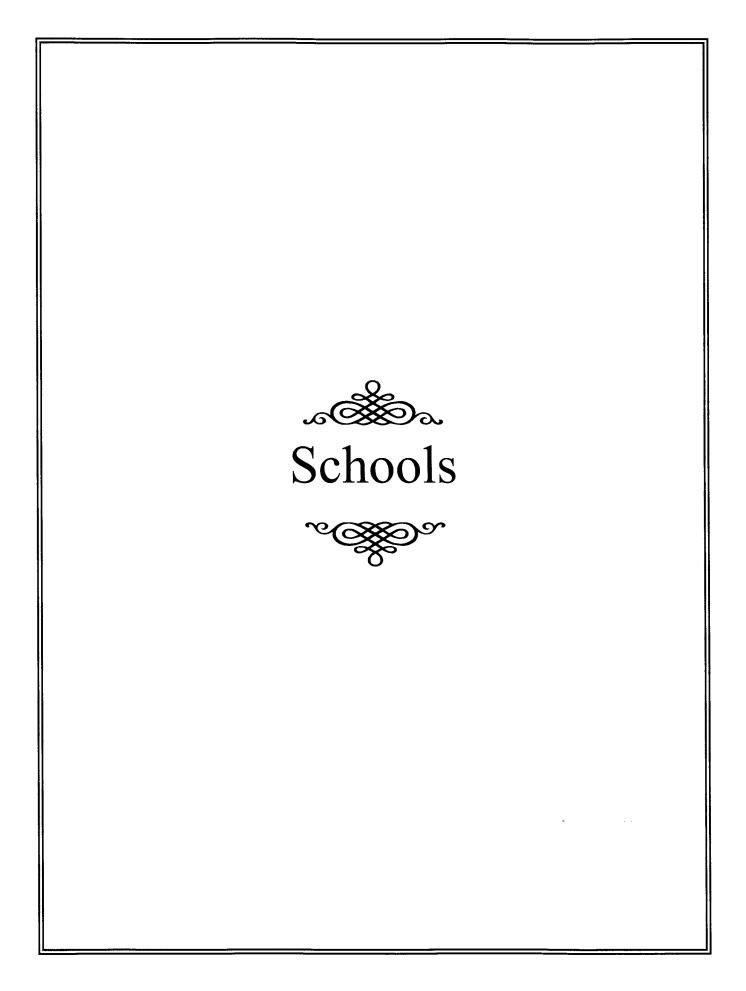




	Position <u>Classification</u>	FTE FY2003	FTE FY2004	FTE FY2005	TM REC FY2006	AMOUNT FY2006
	MEMORIAL HALL LIBRARY					
	Full Time					
M-2	Library Director	1	1	1	1	88,166
I-26	Assistant Library Director	1	1	1	1	71,777
I-26	Coordinator Technical & Circulation	1	1	1	1	73,930
1-24	Network Administrator	1	1	1	1	65,815
I - 24	Librarian Coordinator	3	3	3	3	197,966
1-24	Library Systems Administrator	1	1	1	1	64,867
I-20	Comm Serv Librarian	1	1	1	1	57,827
I-20	Librarian	4	5	5	5	287,819
I-18	Acquisitions Head	1	1	1	1	42,388
I-16	Executive Secretary	1	1	1	1	51,287
I-14	Library Asst II - Circulation	1	2	2	2	90,567
I-12	Library Assistant	4	3	3	3	122,171
						1,214,580
	Part Time					, ,
1-20	Librarian	5	3.8	3.8	3.8	205,670
I-14	Library Asst II - Circulation	0.8				
I-12	Library Assistant	6.8	6.1	6.4	6.4	264,076
	Pages,Monitors,Aides					116,440
	- · ·					586,186
	TOTAL POSITIONS	32.6	30.9	31.2	31.2	555,750

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	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
LIBRARY LIBRARY					
016101 LIBRARY SALARIES					
5110 REGULAR WAGES	1,122,683	1,174,059	1,169,117	1,169,117	1,214,580
5120 OVERTIME	39,618	41,726	43,100	43,100	46,800
5130 PART TIME	537,408	565,568	579,676	571,625	586,186
5185 REG RETRO C/Y RETIRE	1,979	42,679	0	0	
5186 OVERTIME RETRO C/Y NO RET	0	889	0	0	
5187 REGULAR RETRO P/Y RET	3,075	43,968	0	0	
5188 OVERTIME RETRO P/Y NO RET	0	1,189	0	0	
LIBRARY SALARIES	1,704,764	1,870,079	1,791,893	1,783,842	1,847,566
016102 LIBRARY EXPENDITURES					
5211 ELECTRICITY	60,253	72,449	82,000	72,500	72,500
5213 HEATING OIL/NATURAL GAS	28,583	28,567	30,000	30,000	30,000
5220 TELEPHONE	3,919	3,796	5,000	5,000	5,000
5225 POSTAGE	11,089	13,022	14,000	14,000	14,000
5270 PRINTING	1,110	4,300	1,000	2,000	1,000
5282 MAINT/REPAIRS OFFICE EQUIP	1,862	2,228	2,000	2,000	2,000
5284 MAINT/REPAIRS COMPUTER	87,241	84,933	89,000	89,000	90,780
5285 MAINT REPAIRS / OTHER EQUIP	2,138	1,757	2,500	2,500	2,500
5295 OTHER SERVICES / CHGS	9,952	4,930	4,000	4,000	4,000
5310 OFFICE SUPPLIES	2,255	2,468	3,500	3,500	3,500
5330 OPERATING SUPPLIES BLDGS	5,534	3,295	6,700	6,700	6,700
5350 OPERATING SUPPLIES EQUIPMENT	21,233	18,726	19,000	19,000	19,000
5360 REPAIR PARTS EQUIPMENT	923	914	800	800	800
5391 SUPPLIES/DATA PROCESSING	5,879	817	1,500	1,500	1,500
5394 SUPPLIES/BOOKS/PERIODICALS	293,310	279,363	246,000	254,300	255,000
5430 OTHER EQUIPMENT	10,531	20,796	15,000	15,000	20,000
5710 TRAVEL/IN-STATE	2,301	1,764	1,200	1,200	1,200
5730 DUES/SUBSCRIPTIONS	1,641	1,005	1,000	1,200	1,200
LIBRARY EXPENDITURES	549,756	545,129	524,200	524,200	530,680
TOTAL LIBRARY	2,254,520	2,415,208	2,316,093	2,308,042	2,378,246



ANDOVER PUBLIC SCHOOLS

SUPERINTENDENT'S PRELIMINARY BUDGET

FISCAL YEAR 2006

EXECUTIVE SUMMARY

FEBRUARY, 2005

On behalf of the students of the Andover Public Schools I respectfully submit to the Andover School Committee and to the citizens they represent, the Superintendent's Preliminary School Department Budget for fiscal year 2006.

My preliminary budget totals \$51,500,000. This includes a request for \$40,007,324 in personal services and \$11,492,676 in expenses. My request is a 5.97% (\$2,900,613) increase over the FY05 budget of \$48,599,387, and represents an attempt to maintain current services at a time when state aid continues to be relatively flat and overall expenses continue to escalate. This request reflects a two-fold goal to:

2004-05 SCHOOL COMMITTEE GOALS GOAL 1: Student Achievement

We will maintain programs and practices that ensure that all students meet clearly defined high standards that result in on-going improved performance, and where needed, we will design, develop, implement, and evaluate new programs and practices.

GOAL 2: Educator Quality

We will attract and retain well-trained highly motivated teachers and administrators who are committed to enhancing student achievement and to lifelong professional development

GOAL 3: Finances/Budget

We will engage in an inclusive budget process that is driven by student achievement while maximizing the efficient use of taxpayers' dollars.

GOAL 4: Communications

We will create a dynamic and comprehensive communications plan, which ensures collaboration and partnership between the Andover Public Schools and the Andover community.

- Maintain services for Andover students, which accounts for an increase to the budget of \$2,582,006
- Respond to the continued growth of our Special Education Program for In-District and Out-of-District students at an increase of \$318,547¹

The process we used to formulate this budget:

As in past years, the staff and programs contained in this budget are those proposed by the Principals, their staff, and districtwide administrators. It also reflects parents' priorities to: 1) maintain the current class sizes in our elementary schools², 2) maintain the middle school team concept, 3) and enable all high school students to earn a minimum of 7.5 course credits each year.

Impacts on the school budget

The current budget is driven by three major costs:

1. Increased staffing at the high school

Last year the Town supported increasing high school staffing in order to meet the time on learning requirement mandated by the Department of Education. This budget request

¹ This increase is net of a larger contribution of the State towards out-of-district placements (Circuit Breaker).

² This budget maintains current class size. The elementary School Improvement Councils have requested that the School Committee adopt a lower class size policy.

carries those positions forward. In addition, at the principal's request to meet rising enrollment, this budget contains two additional teachers at a cost of \$84,744.

2. Rising employee health insurance costs

Next year the cost for health insurance is projected to increase by 15% (\$1,021,750). Unless employees opt for plans with increased co-pays and/or lower premiums, the cost of health insurance is projected to increase by 15% in 2007 (\$1,436,063) and 15% in 2008 (\$1,651,472).

3. Continuing Special Education Costs

Four factors continue to impact special education costs: an increased number of students identified with special needs; continued referrals of young children identified with severe disabilities, including those on the autism spectrum; behavioral and mental health issues particularly at the secondary level; and increased tuition costs for out-ofdistrict placements. As a result the preschool program has grown (now serving 30 special needs students and 43 typically developing peers), and additional staffing has been added to avoid costly out-of-district programs. In addition, out-of-district programs were allowed a rate increase this year and many programs have been approved for a substantial rate adjustment, which will take effect in FY 06. The work of containing special education costs continues to be particularly difficult in a climate in which general education support systems are substantially weakened and staffing levels continue to remain below the level of three years ago. Without a solid general education base, referrals to special education will continue to increase, the numbers of special education students will rise and mandated services will result in a continuing growth in expenses. It should be noted, however, that the current budget proposal for special education is extremely modest and remains well below the actual level of need.

Impact of Program Reductions on Student Learning

Our MCAS ranking dropped this year from 7th to 23rd.³ In the last three years we made cuts in reading teacher positions, our team leaders, and library positions. We also eliminated our health teacher positions and reduced physical education and music positions at the elementary level. We reduced counseling support by half and the number of integrated arts teachers at the middle school level. We slowed implementation of curriculum programs and last year reduced schoolhouse operating budgets by 30%. While we do not know the precise effects on children when services are reduced, common sense tells us that programs providing cultural and other enrichments, good exercise, and regular access to libraries, usually result in alert, engaged, creative human beings who perform well academically.

Some of the Challenges facing us

1. Adequate Preparation for our Students

There is no challenge more important than preparing students to meet the demands they will face in this increasingly complex and dangerous world. We must think ahead to what our students will need to know and be able to do 5, 10, and 20 years out. We know that there are serious shortages in the workforce in the science, math, technology and engineering fields, and so we must develop and/or improve those strands in our curriculum. We need to continue our balanced literacy efforts at the elementary level to

³ As ranked by the <u>Boston Globe</u> our students went from 13th in 2001, to 9th in 2002, to 7th in 2003, to 23rd in 2004 on the MCAS (Massachusetts Comprehensive Assessment System).

improve the ability of children to read technically challenging materials in all subjects. We need to expand our humanities and arts offerings at the high school in order to produce the poets, philosophers and artists to guide, advise, and inspire us.

2. School Security

Each school has a comprehensive Emergency Management Plan. These plans alone, however, do not bring our schools to the level of security that the times require. In this year's Capital Improvement Plan we have included a request to upgrade our security by installing equipment such as cameras, remote lock systems, keyless locksets, and access control systems for all schools and the central administration building.

3. Teacher and Administrator shortages

Teacher and administrator shortages are upon us.⁴ In the coming year we will need to fill several teacher and three administrator vacancies. We must continue our highly successful teacher induction and mentoring program. In addition, we have launched two initiatives: Merrimack Valley teacher recruitment fair and an administrator succession plan.

4. Technology Upgrading

Our infrastructure needs upgrading to maintain current use and meet new demands. We need to continue to cable cast educationally important channels such as C-Span, WGBH and CNN into our classrooms. We must maintain data channels, which link together our schools. These channels also must continue to support mission critical data transmission, such as our security, environmental, management, and financial systems. We need to plan ahead for new uses, such as video distribution, interactive video, Voice over IP. We need to anticipate increased volume of data transmitted between schools, classrooms and the Internet.

Actions to Increase Revenues

Every year district administrators work to increase revenues:

1. Grants

This year, as in previous years, through many grants' writing efforts by our Assistant Superintendent, Pupil Personnel Administrator, Principals, and Program Advisors, we received funding for essential services we are not able to provide in our operational budget. In addition, we received funds to support assistive technology for our students with special needs, for our Robot Project (from the DOE and with local volunteer support), and to place special needs high school students in jobs (from a Merrimack Valley Workforce Grant).

2. User fees

To maintain services, for a third year, I propose increasing fees. Of all actions I request in this budget, this is the one I most regret, but I do so because the fees are the means by which we can continue to offer certain programs and services.

⁴ Experts predict that over the next ten years we will need an additional 150,000 to 250,000 teachers in the nation's elementary and secondary schools. The needs will be greatest in curricular areas such as special education, mathematics, science, bilingual education, and English as a second language. The shortages continue because while student enrollments are rising, teachers continue to retire and many new teachers leave the profession in the first few years.

USER FEES

<u>Athletic</u>	<u>Individual</u>	Ind. Max	Family Max
2002-03 School Year	\$100	\$200	\$300
2003-04 School Year	\$100	\$300	\$400
2004-05 School Year	\$250	\$250	\$500
2005-06 School Year	\$250	\$250	\$500

<u>Transportation</u>	<u>Individual</u>	<u>Ind. Max</u>	Family Max
2003-04 School Year	\$235	\$235	\$470
2004-05 School Year (1)	\$300	\$300	\$600
2005-06 School Year (2)	\$350	\$350	\$700

⁽¹⁾ If payment made in full by a date to be set in the Spring, fee will be \$260 with max. at \$520

⁽²⁾ If payment made in full by a date to be set in the Spring, fee will be \$325 with max. at \$650

HIGH SCHOOL PARKING	<u>Individual</u>	<u>Ind. Max</u>	Family Max
2002-03 School Year	\$25		
2003-04 School Year	\$100		
2004-05 School Year	\$100		
2005-06 School Year	\$325		

All-Day Kindergarten (3)	<u>Individual</u>	<u>Ind. Max</u>	Family Max
2002-03 School Year	\$3,500	\$3,500	None
2003-04 School Year	\$3,500	\$3,500	None
2004-05 School Year (4)	\$3,750	\$3,750	None
2005-06 School Year (5)	\$4,350	\$4,350	None

^{(3) 10%} discount for twins; 15% discount for triplets

⁽⁵⁾ If two payments made by 4/1/05 (\$500) and 7/29/05 (\$3,600) then fee is \$4,100

Preschool Tuition	<u>Individual</u>	<u>Ind. Max</u>	Family Max
2002-03 School Year (5 day/4 day)	\$2,400/\$1,920	None	None
2003-04 School Year (5 day/4 day)	\$2,400/\$1,920	None	None
2004-05 School Year (5 day/4 day)	\$2,700/\$2,160	None	None
2005-06 School Year (5 day/4 day)	\$3,000/\$2,400	None	None

⁽⁴⁾ If two payments made by 4/1/04 (\$500) and 7/31/04 (\$3,000) then fee is \$3,500

	FY04 Budget	FY05 Budget	FY06 Proposal
Transportation	\$225,000	\$300,000	\$350,000
Athletics	\$150,000	\$200,000	\$250,000
High School Parking	\$ 30,000	\$ 30,000	\$113,750
Food Services	\$ 50,000	\$ 50,000	\$ 50,000
Athletic Revolving A	cct. \$ 68,500	\$ 70,000	\$ 72,500
· ·	\$ 523,500	\$650,000	\$836,250

Parent Contribution

Last year, through the PTO and PAC organizations, parents raised approximately \$200,000 by organizing a large number of fundraising events. The funds helped pay for capital improvements, such as books and furniture for the libraries, and programs, including enrichment and cultural activities. Townwide PTO estimated that parent spending last year totaled more than \$681,000, including not only the fees, but also donations to student clubs and activities. This sum does not include funds raised by the athletic booster clubs, donations of supplies to individual classrooms, nor admission to cultural and athletic events; thus, the total contributed by parents is likely much higher

The Good News this Year

Despite current constraints, our administrators and teachers have moved forward with essential programs:

- The Curriculum Councils have spearheaded these initiatives:
 - Developing and piloting the high school integrated math program
 - Launching the Engineering and Applied Physics course
 - Continuing the Japanese Lesson Study Groups in math, science and the humanities
 - Developing the Life Science Program
 - Piloting the English Language Arts materials for Grade 9
 - Implementing the Grade 8 Connected Math program
 - Developing and implementing engineering lessons at elementary level
 - Continuing building out the Balanced Literacy Program at the elementary level
 - Piloting the Social Studies programs at elementary level
- We have increased the Advanced Placement sections at the high school, tripling the AP English sections.
- Ninety-seven percent of the high school graduating class of 2006 has passed the MCAS, a requirement for graduation.
- Schoolhouse teams have analyzed MCAS scores and formulated Student Success Plans to enable all students to pass the MCAS.
- We are examining school culture in terms of diversity and are exploring programs and ways to make our schools more safe and inclusive.
- We have completed the recertification initiative for teachers and administrators.
- We have increased use of instructional technology with new software programs and additional web-based resources
- Our internal electronic communications has improved through electronic messaging and document delivery.
- We are offering over 40 courses for staff, targeting especially content knowledge and pedagogy.

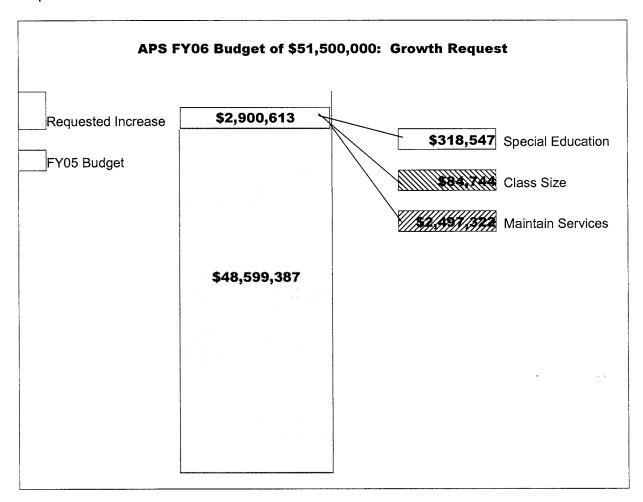
Special Recognitions:

We now have three teachers who have earned National Board Teacher Certification. One physical education teacher sits on the Board of Directors for the National Association for Sport and Physical Education. An administrator is a member of the Board of Directors for the Massachusetts Association for Health, Physical Education, Recreation, and Dance. A guidance counselor is a Trustee on the College Board. A new teacher was granted the Promising Practitioners Award by the New England League of Middle Schools. The PTO at High Plain won recognition from their national group for their ELF (Environmental Learning for the Future) program.

These successes and cost-saving actions speak to our collective commitment to provide high quality educational opportunities for all children, while constantly exploring and implementing ways to spend tax dollars responsibly. We extend our most sincere appreciation to the people of the Town of Andover for their steadfast and generous support of our schools. We all look forward to working with the community to further this process.

Respectfully submitted,

Dr. Claudia L. Bach Superintendent of Schools



FY2006 TOTAL BUDGET

	Summary Budget	FY-2003	FY-2004	FY-2005	FY-2006
Acct.#	Description	Expended	Expended	<u>Budget</u>	Requested
110	School Committee	16,161	19,076	27,824	38,264
111	Legal Services	104,779	210,971	89,000	89,000
120	Supt.'s Office	196,318	203,531	222,323	230,908
141	Asst. Supt.'s Office	134,589	172,389	179,335	186,026
142	Human Resources	323,474	330,149	381,455	391,369
143	Business Department	743,002	705,794	762,784	787,142
144	Contingency	70,000	0	84,867	843,472
210	Supervisors	989,780	954,106	983,890	1,023,615
220	Principals	2,117,843	2,206,008	2,220,456	2,308,757
230	Teaching	28,036,629	27,868,370	29,078,255	29,879,339
235	Professional Development	346,347	243,947	261,237	264,448
240	Textbooks	234,528	224,450	175,053	75,053
250	Library/Media	681,467	583,565	572,002	593,701
260	Technology	929,012	930,539	966,974	1,103,023
270	Guidance	791,195	840,768	844,966	879,361
280	Evaluation	1,081,137	1,084,266	1,151,105	1,177,569
320	Health Services	384,932	428,044	424,150	441,412
331	Transp Reg. Educ.	1,265,475	1,137,047	1,014,873	1,084,844
332	Transp Special Educ.	1,189,734	1,264,388	1,414,801	1,664,801
333	Transp Homeless	31,973	114,869	100,000	100,000
351	Athletics	373,628	420,573	349,979	364,640
352	Student Activities	44,938	61,933	61,933	64,527
411	Custodial Services	1,870,944	1,795,705	1,813,013	1,883,997
412	Building Operations	1,237,047	1,196,595	1,464,977	1,817,525
521	Fixed Charges	636,638	427,208	440,835	454,060
730	Equipment	6,558	28,862	0	0
900	Prog. Other Districts	3,383,898	<u>3,459,765</u>	<u>3,513,300</u>	<u>3,753,147</u>

Grand Total <u>\$47,222,027</u> <u>\$46,912,920</u> <u>\$48,599,387</u> <u>\$51,500,000</u>

FY2006 PERSONAL SERVICES BUDGET SUMMARY

	Salary Budget	FY-2003	FY-2004	FY-2005	FY-2006
Acct.#	<u>Description</u>	Expended	Expended	Budget	Requested
110	School Committee	9,500	10,050	10,500	10,940
120	Supt.'s Office	180,839	190,159	204,930	213,515
141	Asst. Supt.'s Office	119,838	158,163	159,735	166,426
142	Human Resources	175,684	206,791	236,674	246,588
143	Business Department	552,507	556,384	581,468	605,826
144	Contingency			90,281	594,120
210	Supervisors	958,672	926,034	948,312	988,037
220	Principals	1,979,083	2,102,119	2,107,916	2,196,217
230	Teaching	27,303,564	27,249,998	28,284,445	29,169,280
235	Professional Development	190,228	94,791	76,663	79,874
250	Library/Media	608,873	532,745	517,995	539,694
260	Technology	838,361	830,176	860,558	896,607
270	Guidance	775,545	827,141	821,071	855,466
280	Evaluation	552,729	606,775	631,760	658,224
320	Health Services	373,545	416,389	412,080	429,342
331	Transportation	150,025	164,330	155,951	162,484
351	Athletics	373,628	408,073	349,979	364,640
352	Student Activities	44,938	61,933	61,933	64,527
411	Custodial Services	<u>1,758,002</u>	<u>1,685,263</u>	<u>1,694,534</u>	<u>1,765,518</u>

Salaries Total \$36,945,561 \$37,027,316 \$38,206,785 \$40,007,324

FY2006 EXPENSE BUDGET SUMMARY

	Expense Budget	FY-2003	FY-2004	FY-2005	FY-2006
Acct.#	<u>Description</u>	<u>Expended</u>	<u>Expended</u>	<u>Budget</u>	Requested
110	School Committee	6,661	9,026	17,324	27,324
111	Legal Services	104,779	210,971	89,000	89,000
120	Supt.'s Office	15,480	13,372	17,393	17,393
141	Asst. Supt.'s Office	14,751	14,226	19,600	19,600
142	Human Resources	147,790	123,358	144,781	144,781
143	Business Department	190,495	149,409	181,316	181,316
144	Contingency			-5,414	249,352
210	Supervisors	31,107	28,073	35,578	35,578
220	Principals	138,760	103,889	112,540	112,540
230	Teaching	733,065	618,372	793,810	710,060
235	Professional Development	156,118	149,156	184,574	184,574
240	Textbooks	234,528	224,450	175,053	75,053
250	Library/Media	72,595	50,820	54,007	54,007
260	Technology	90,651	100,363	106,416	206,416
270	Guidance	15,651	13,627	23,895	23,895
280	Evaluation	528,408	477,491	519,345	519,345
320	Health Services	11,387	11,655	12,070	12,070
331	Transp Reg. Educ.	1,115,450	972,717	858,922	922,360
332	Transp Special Educ.	1,189,734	1,264,388	1,414,801	1,664,801
333	Transp Homeless	31,973	114,869	100,000	100,000
351	Athletics		12,500	0	0
352	Student Activities	0	0	0	0
411	Custodial	112,942	110,442	118,479	118,479
412	Building Operations	1,237,047	1,196,595	1,464,977	1,817,525
521	Fixed Charges	636,638	427,208	440,835	454,060
730	Equipment	6,558	28,862	0	0
900	Prog. Other Districts	<u>3,383,898</u>	<u>3,459,765</u>	<u>3,513,300</u>	<u>3,753,147</u>

Expense Total \$10,206,467 \$9,885,604 \$10,392,602 \$11,492,676

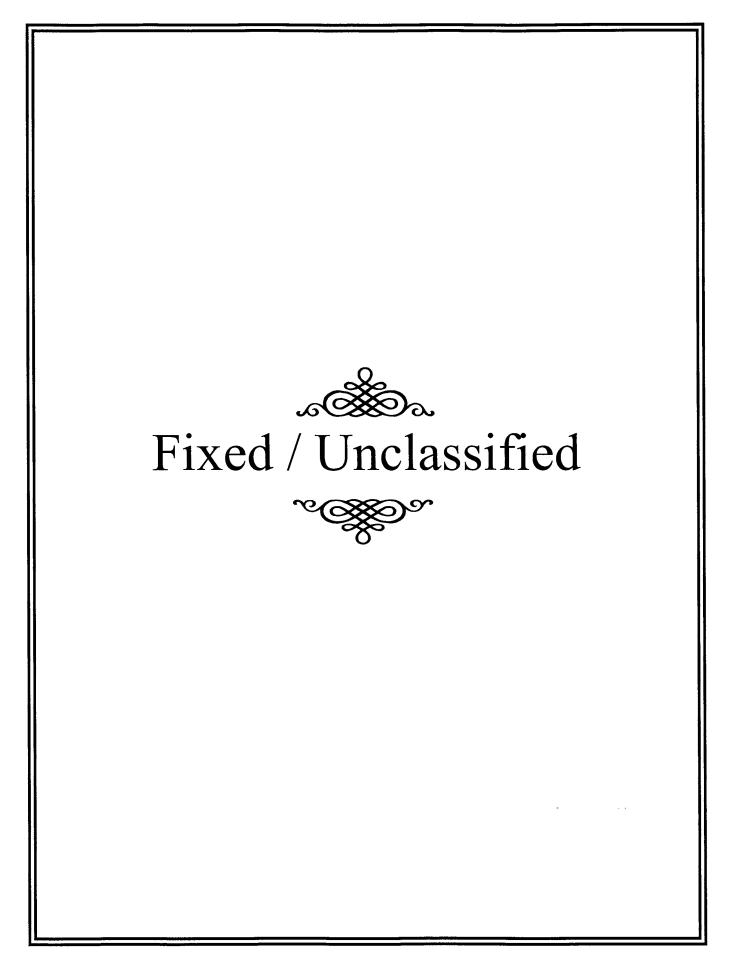
MASSACHUSETTS DEPARTMENT OF EDUCATION END OF YEAR PUPIL AND FINANCIAL REPORT

	EXPENDED	EXPENDED	EXPENDED	ESTIMATED
EXPENDITURES BY TOWN FOR SCHOOL DEPARTMENT	FY2002	FY2003	FY2004	FY2005
Finance and Administrative Services	246,781	325,782	246,801	278,064
Human Resources and Benefits			24,476	
School Security	16,221	17,441	20,420	21,441
Heating of School Buildings	11,288	16,453	14,222	
School Utility Services	24,048	24,673	29,450	
Maintenance of School Grounds	31,152	25,293	36,087	
Maintenance of School Buildings	372,962	376,792	458,500	552,883
Vehicle Maintenance	66,608	69,449		
Extraordinary Maintenance	1,875,557	1,896,898	1,947,599	2,022,598
Employer Retirement Contributions	1,193,776	956,751	950,893	1,084,303
Insurance for Active Employers	2,440,000	4,047,360	4,203,750	4,911,750
Insurance for Retired School Employees	896,664	1,020,757	1,098,438	1,267,033
Other Non-Emp Insurance	312,168	518,825	533,719	387,590
Short Term Interest	141,218	538,091	462,249	462,249
Long Term Debt Retirement/School Construction	2,107,000	2,255,000	2,450,000	2,265,000
Long Term Debt Retirement/School Construction	1,625,814	1,705,080	1,410,727	1,316,881
Long Term Debt Retirement/Education and Other	704,599	683,365	530,000	544,500
Payments to Other Districts	73,882	75,388	95,348	107,605
	12,139,738	14,553,398	14,512,679	15,221,897

The above report is submitted at year end as a part of the School department End of Year Financial Report
This section reports expenditures for the School Department that are not included in the School Department budget.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
ANDOVER PUBLIC SCHOOLS SCHOOL					
013001 ANDOVER SCHOOL SALARIES					
5110 REGULAR WAGES		37,097,316		38,206,785	
ANDOVER SCHOOL SALARIES				38,206,785	
013002 ANDOVER SCHOOL EXPENDITU	JRES				
5700 UNCLASS EXPENDITURES	10,450,404	, ,	10,392,602	10,392,602	50,673,467
ANDOVER SCHOOL EXPENDITURES	10,450,404			10,392,602	50,673,467
013002 ANDOVER SCHOOL EXPENDITU	JRES				
5811 FROM SALE OF SERVICE	-40,000	-40,000	-100,000	-100,000	-100,000
ANDOVER SCHOOL EXPENDITURES	-40,000	-40,000	-100,000	-100,000	-100,000
TOTAL ANDOVER PUBLIC SCHOOLS	47,368,167	46,893,331	48,499,387	18,499,387	50,573,467

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
GR LAW REG VOC SCHOOL GREATER LAWRENCE REG VOC TECH					
013012 GR LAW REG VOC EXPENDITUR	RES				
5295 OTHER SERVICES / CHGS	75,388	90,348	119,836	119,836	122,832
GR LAW REG VOC EXPENDITURES	75,388	90,348	119,836	119,836	122,832
TOTAL GR LAW REG VOC SCHOOL	75,388	90,348	119,836	119,836	122,832



DEBT SERVICE FUND

Debt Service Fund Description

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
DEBT PRINCIPAL DEBT SERVICE					
017102 DEBT SERVICE PRINCIPAL					
5733 EXEMPT	2,811,000	2,861,488	3,211,052	3,211,052	3,218,632
5741 SCHOOL LOANS	530,000	530,000	544,500	544,500	549,500
5742 WATER LOANS	1,410,000	1,046,579	1,190,893	1,240,893	1,243,270
5743 SEWER LOANS	1,340,000	1,560,000	1,605,000	1,605,000	1,510,000
5744 STREET LOANS	581,000	526,000	526,000	476,000	460,000
5745 MUN BLDGS LOANS	360,000	380,000	437,500	437,500	435,500
5746 PUBLIC SAFETY LOANS	270,000	827,933	307,056	307,056	347,099
5747 LAND ACQ LOANS	351,000	348,000	448,000	448,000	511,000
5748 BUILDING LEASE	250,000	270,000	290,000	290,000	0
5749 OTHER MUNIC PURPOSES	35,000	35,000	30,000	30,000	30,000
DEBT SERVICE PRINCIPAL	7,938,000	8,385,000	8,590,001	8,590,001	8,305,001
TOTAL DEBT PRINCIPAL	7,938,000	8,385,000	8,590,001	8,590,001	8,305,001

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					TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2003	FY2004	FY2005	FY2005	FY2006
DEBT INTEREST DEBT SERVICE					
017502 DEBT SERVICE INTEREST					
5731 BAN EXEMPT	538,091	0	0	0	
5731 BAN EXEMPT SCHOOL	0	462,249	470,000	470,000	455,000
5731 BAN EXEMPT SAFETY CENTER	0	0	8,300	0	17,000
5732 INTEREST ON BANS NON EXEMPT	69,984	12,608	108,000	108,000	139,000
5732 BAN NONEXEMPT WATER	0	7,231	64,000	10,000	49,000
5732 BAN NONEXEMPT SEWER	0	24,475	140,000	40,000	100,000
5733 EXEMPT	231,004	0	436,694	436,694	414,169
5733 INTEREST EXEMPT SCHOOL	1,956,639	1,410,727	1,316,882	1,316,882	1,187,176
5739 BOND ISSUE EXPENSE	2,754	65,908	100,000	60,000	100,000
5741 SCHOOL LOANS	184,550	147,424	187,576	187,576	167,461
5742 WATER LOANS	391,874	327,829	338,445	348,441	308,821
5743 SEWER LOANS	579,204	752,187	810,041	847,604	828,785
5744 STREET LOANS	93,229	60,462	42,410	48,378	37,523
5745 MUN BLDGS LOANS	123,483	156,316	137,129	137,129	120,625
5746 PUBLIC SAFETY LOANS	88,458	536,094	66,414	77,080	75,107
5747 LAND ACQ LOANS	118,132	93,984	80,534	127,208	156,627
5748 BUILDING LEASE	21,560	32,725	11,165	11,165	0
5749 OTHER MUNIC PURPOSES	10,698	9,095	7,495	7,495	6,025
DEBT SERVICE INTEREST	4,409,659	4,099,314	4,325,085	4,233,652	4,162,319
TOTAL DEBT INTEREST	4,409,659	4,099,314	4,325,085	4,233,652	4,162,319

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - PRINCIPAL AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

12/31/2004	8,070,000.00 650,000.00 2,100,000.00 2,680,000.00 6,650,000.00 10,008,785.27 3,126,027.77 380,000.00 1,410,000.00	35	210,000.00 4,405,000.00 9,715,000.00 1 44,889,813.04	1,288,000.00	330,000.00	150,000.00	1,080,000.00	150,000.00 300,000.00	240,000.00 730,000.00	436,809.53	641,993.15	187,231.55 27,000.00	70,000.00	30,000.00	50,000.00	975,000.00	2,0	
2025		0.00	0.00														25,000.00	40,000.00
2020 - 2024	130,000.00 300,000.00 1,400,000.00	1,830,000.00	35,000.00 730,000.00 1,365,000.00 3,195,000.00													225,000.00	125,000.00 125,000.00	000,000,000
2015 - 2019	1,950,000.00 150,000.00 650,000.00 780,000.00 1,750,000.00 1,915,000.00	2,650,867.35 12,786,031.46 7,195,000.00 1,830,000.00 300,000.00 1,500,000.00 1,500,000.00 600,000.00	50,000.00 1,225,000.00 2,775,000.00 9,970,000.00													250,000.00	500,000.00 125,000.00 875,000.00	0,000,00
2010 - 2014	3,130,000.00 250,000.00 650,000.00 800,000.00 1,750,000.00 4,876,431.90 1,329,599.56	12,786,031.46	50,000.00 1,225,000.00 2,775,000.00 15,561,031.46	200,000.00			480,000.00	25,000.00 50,000.00	40,000.00	93,277.76	235,270.07	68,914.02				250,000.00	500,000.00 125,000.00 2 364 584 53	2,004,004,00
5009	610,000.00 50,000.00 130,000.00 160,000.00 350,000.00 940,675.85 410,191.50	2,650,867.35	15,000.00 245,000.00 560,000.00 3,210,867.35	223.000.00		62,000.00	120,000.00	25,000.00 50,000.00	40,000.00	78,497.22	122,805.39	35,965.03				50,000.00	100,000.00 25,000.00	1,040,010.52
2008	610,000.00 50,000.00 130,000.00 160,000.00 350,000.00 965,201.20 425,906.17		15,000.00 245,000.00 560,000.00 3,251,107.37	222.000.00		64,000.00	120,000.00	25,000.00 50,000.00	40,000.00	81,686.00	126,559.43	37,059.96				50,000.00	100,000.00 25,000.00	1,000,1
2007	595,000,00 50,000,00 130,000,00 160,000,00 350,000,00 985,487,36 441,636,45		15,000.00 245,000.00 560,000.00 3,272,123.81	206.000.00	110,000.00	50,000.00	20,000.00 120,000.00	25,000.00 50,000.00	40,000.00	84,864.09	26,499.46 129,791.78	38,002.73				50,000.00	100,000.00 25,000.00	7,231,130.00
2006	590,000,00 50,000,00 140,000.00 160,000.00 350,000.00 165,281,81 453,349.86 700,000.00	2,658,631.67	15,000.00 245,000.00 560,000.00 3,218,631.67	211.000.00	110,000.00	50,000.00	20,000.00 120,000.00	25,000.00 50,000.00	40,000.00	87,305.09	29,345.05 13,946.90	3,672.64	00000	15,000.00	25,000.00	50,000.00	25,000.00 25,000.00	1,243,269.68
2005	585,000.00 50,000.00 140,000.00 160,000.00 350,000.00 160,715 65,344.23 380,000.00 710,000.00	2,651,051.38	15,000.00 245,000.00 560,000.00 3,211,051.38	226.000.00	110,000.00	50,000.00	25,000.00 120,000.00	25,000.00 50,000.00	40,000.00	11,179.37	3,476.40	3,617.17	70,000.00	15,000.00	25,000.00	50,000.00	108,000.00	7,240,092.32
LOAN DATE	1-Dec-96 1-Dec-96 15-Dec-00 15-Dec-01 1-Dec-02 15-Jun-03 1-Jun-03 1-Jun-03 1-Jun-04 15-Nov-95	15-Dec-00	15-Dec-01 15-Dec-01	15-Nov-93	15-Nov-93	15-Nov-93 1-Dec-96	1-Dec-96 15-Nov-97	15-Dec-98 15-Dec-98	15-Dec-98	15-Jun-03	15-Jun-03 15-Jun-03	15-Jun-03 1-Nov-94	1-Nov-94	15-Nov-95	15-Nov-95	15-Dec-03	15-Jun-03 15-Dec-03 1-Dec-04	
ARTICLE	ART 20-1, 1994 ART 20-2, 1994 ART 19, 1999 ART 9, 2000 ART 9, 2000 VARIOUS VARIOUS ART 20-1, 1994 ART 20-1, 1994 ART 20-1, 1994	ART 16, 1999	ART 40, 2001 ART 16, 1999	ART 1A 1987	ART 1A, 1987	ART 1A, 1987 ART 32, 1995	ART 46, 1992 ART 24, 1996	ART 24, 1996 ART 61, 1998	ART 63, 1998 ART 30, 2000			ART 46 1996	ART 32, 1987	AKI 46, 1993 ART 46, 1992	ART 31, 1995 ABT 33, 1005	ART 42, 2002	ART 20, 2003 ART 43, 2002 ART 43, 2002	
ISSUE EXEMPT DEBT	SCHOOL BONDS EXEMPT SCHOOL BONDS EXEMPT SCHOOL BONDS EXEMPT SCHOOL BONDS -Sewer Portion SCHOOL BONDS EXEMPT ADV REF 94/95 LOANS ADV REFUNDING SCHOOL BONDS SCHOOL TECHNOLOGY	TOTAL SCHOOL PUBLIC SAFETY PUBLIC SAFETY	PUBLIC SAFETY CENTER PUBLIC SAFETY CENTER TOTAL PUBLIC SAFETY CENTER TOTAL EXEMPT	PUBLIC SERVICE ENTERPRISES WATER DEBT ADVANCE REFLINDING	ADVANCE REFUNDING	ADVANCE REFUNDING WATER TRMT PLANT IMP	WATER MAIN CONSTRUCTION WATER DIST IMPROVEMENT	WATER DIST IMPROVEMENT WATER MAINS	FISH BROOK MAIN ST WATER DIST	ADV REF 94/95 LOANS	ADV REF 94/95 LOANS ADV REF 94/95 LOANS	ADV REF 94/95 LOANS	WATER MAINS	PUMPING STATION WATER MAINS	PUMPING STATION	WATER TREATMENT PLANT	BRIDGE KEPAIK WATER SYSTEM WATER MAINS	TOTAL WATER

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - PRINCIPAL AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

12/31/2004	690,000.00 224,000.00 70,000.00 275,000.00 335,000.00 85,000.00	140,000.00 40,000.00 50,000.00 185,000.00 3,600,000.00 3,800,000.00 3,000,000.00 3,300,000.00 3,300,000.00 3,200,000.00	80,000.00 960,000.00 510,000.00 515,000.00 935,000.00 1,500,000.00 5,180,000.00	400,000.00 1,200,000.00 106,990.03 50,000.00 600,000.00 2,356,990.03
2025		100,000.00	00.00	0.00
2020 - 2024		750,000.00 510,000.00 800,000.00 200,000.00 750,000.00 1,025,000.00 500,000.00	00.00	40,000.00
2015 - 2019			310,000.00 810,000.00 810,000.00	200,000.00 200,000.00
2010 - 2014	85,000.00 35,000.00	1 [30,000.00 420,000.00 120,000.00 145,000.00 310,000.00 500,000.00	200,000.00 39,384.01 200,000.00 439,384.01
2009	45,000.00 55,000.00 50,000.00	35,000.00 250,000.00 170,000.00 200,000.00 50,000.00 150,000.00 150,000.00 1,265,000.00	10,000.00 170,000.00 135,000.00 80,000.00 62,000.00 62,000.00	80,000.00 200,000.00 20,553.73 40,000.00 340,553.73
2008	44,000.00 10,000.00 55,000.00 50,000.00		10,000.00 10,000.00 135,000.00 80,000.00 62,000.00 62,000.00	80,000.00 200,000.00 21,179.41 40,000.00 341,179.41
2007	230,000.00 45,000.00 20,000.00 55,000.00 50,000.00	[1	10,000.00 90,000.00 135,000.00 80,000.00 70,000.00 62,000.00 100,000.00	80,000.00 200,000.00 21,718.13 40,000.00 341,718.13
2006	230,000.00 45,000.00 20,000.00 55,000.00 50,000.00		2,753,269,68 10,000,00 90,000,00 135,000,00 80,000,00 64,500,00 100,000,00 549,500,00	80,000.00 200,000.00 2,098.65 25,000.00 40,000.00 347,098.65
2005	230,000.00 45,000.00 20,000.00 55,000.00 50,000.00	1	II I	80,000.00 200,000.00 2,056.10 25,000.00 307,056.10
LOAN DATE	15-Nov-93 15-Nov-93 15-Nov-97 15-Dec-98 15-Dec-98		1-Dec-96 1-Nov-97 15-Dec-98 15-Dec-98 15-Dec-98 15-Dec-03	15-Dec-98 15-Nov-99 1-Nov-03 15-Jun-03 1-Dec-04
ARTICLE	A21,84/26,85 ART 28, 1989 ART 32, 1997 ART 35, 1997 ART 33, 1998 ART 51, 1998	ART 31, 1998 ART 34, 1998 ART 20, 1999 ART 41, 1999 ART 41, 1999 ART 42, 1999 ART 42, 1999 ART 41, 1999 ART 41, 1999	ART 44, 1996 ART 23, 1996 ART 23, 1996 ART 69, 1998 ART 70, 1998 ART 71, 1998 ART 12, 2002	ART 55, 1997 ART 16, 1999 ART 37, 1995 ART 31, 2004
ISSUE	SEWEK DEBI ADVANCE REFUNDING ADVANCE REFUNDING SEWER PILGRIM/PIONEER SEWER MAYFLOWER SEWER BROOK/CHESTNUT	SEWER PLANS SO MAIN ST SEWER PLANS ROGERS BROOK SEWER PLANS FOREST HILLS SEWER CONST BEACON ST SEWER SOUTH MAIN ST SEWER SOUTH MAIN ST SEWER ROGERS BROOK SEWER SEWER SEWER SEWER SEWER SEWER SEWER TOTAL SEWER	GENERAL FUND NON-EXEMPT SCHOOL DEBT MIDDLE SCHOOL ROOF REPL ART H/S RENOVATION ART H/S RENOVATION ART SCHOOL RENOVATION ART SCHOOL RENOVATION ART SCHOOL BUILDINGS ART TRACK/WINDOWS ART SCHOOL BUILDINGS ART TOTAL SCHOOL	PUBLIC SAFETY FIRE TRUCK PUBLIC SAFETY FACILITY ADV REF 94/95 FIRE TRUCK FIRE TRUCK TOTAL PUBLIC SAFETY

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - PRINCIPAL AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

12/31/2004	10,000.00 150,000.00 200,000.00 50,000.00	50,000.00 120,000.00 150,000.00 320,000.00 42,000.00	100,000.00 400,000.00 1,671,000.00	145,000.00 100,000.00 80,000.00 325,000.00	600,000.00 290,000.00 625,000.00 240,000.00	1,157,000.00 3,687,000.00	112,000.00 305,000.00 550,000.00 1,100,000.00 120,000.00 39,000.00	40,000.00 1,000,000.00 1,500,000.00 4,789,000.00	290,000.00	80,000.00 90,000.00 170,000.00 18,143,990.03 95,675,000.00
2025			0.00			0.00		50,000.00 25,000.00 75,000.00	0.00	75,000.00
2020 - 2024			0.00			0.00		250,000.00 375,000.00 625,000.00	0.00	665,000.00 9,245,000.00
2015 - 2019			0.00			40,000.00 375,000.00 415,000.00		250,000.00 380,000.00 630,000.00	0.00	1 1 1 11
2010 - 2014		40,000.00	220,000.00	00'000'09	100,000.00 100,000.00 240,000.00 90,000.00	40,000.00 380,000.00 1,010,000.00	500,000.00	250,000.00 400,000.00 1,195,000.00	0.00	30,000.00 30,000.00 4,459,384.01 2,055,000.00 27,910,000.00 18,275,000.00
5009	10,000.00	20,000.00	45,000.00	20,000.00 20,000.00 10,000.00 65,000.00	100,000.00 50,000.00 80,000.00 30,000.00	8,000.00 80,000.00 463,000.00	60,000.00 110,000.00 120,000.00 15,000.00	50,000.00 80,000.00 435,000.00	0.00	10,000.00 10,000.00 20,000.00 1,970,553.73 7,495,000.00
2008	50,000.00	20,000.00	45,000.00 125,000.00	20,000.00 20,000.00 10,000.00 65,000.00	100,000.00 50,000.00 80,000.00 30,000.00	8,000.00 80,000.00 463,000.00	60,000.00 110,000.00 120,000.00 15,000.00	50,000.00 80,000.00 435,000.00	0.00	10,000.00 20,000.00 30,000.00 1,961,179.41 7,545,000.00
2007	50,000.00 50,000.00 10,000.00	20,000.00	45,000.00 275,000.00	15,000.00 20,000.00 20,000.00 65,000.00	100,000.00 50,000.00 75,000.00 30,000.00	80,000.00 80,000.00 463,000.00	60,000.00 110,000.00 120,000.00 15,000.00	50,000.00 80,000.00 435,000.00	0.00	10,000.00 20,000.00 30,000.00 2,091,718.13 8,110,000.00
2006	5,000.00 50,000.00 50,000.00 10,000.00 30,000.00	25,000.00 60,000.00 25,000.00 110,000.00	50,000.00 45,000.00 460,000.00	15,000.00 20,000.00 20,000.00 65,000.00	100,000.00 20,000.00 75,000.00 30,000.00	10,500.00 80,000.00 435,500.00	56,000.00 60,000.00 110,000.00 120,000.00 15,000.00	20,000.00 50,000.00 80,000.00 511,000.00	0.00	10,000.00 20,000.00 30,000.00 2,333,098.65 8,305,000.00
2005	5,000.00 50,000.00 50,000.00 10,000.00 30,000.00	25,000.00 60,000.00 25,000.00 110,000.00 42,000.00	19,000.00 50,000.00 476,000.00	15,000.00 20,000.00 20,000.00 65,000.00	100,000.00 20,000.00 75,000.00 30,000.00	10,500.00 82,000.00 437,500.00	56,000.00 65,000.00 110,000.00 120,000.00 15,000.00 39,000.00	20,000.00	290,000.00	10,000.00 20,000.00 30,000.00 2,533,056.10 8,590,000.00
LOAN DATE	1-Dec-96 1-Dec-96 15-Nov-97 15-Dec-98 15-Dec-00	15-Dec-00 15-Dec-00 15-Dec-01 15-Dec-01	1-Nov-94 15-Jun-03 1-Dec-04	1-Dec-96 15-Dec-98 15-Dec-98 15-Dec-98		15-Dec-03	15-Nov-93 15-Dec-98 15-Dec-98 15-Dec-98 15-Dec-01	1-Nov-94 15-Jun-03 1-Dec-04 1-Dec-04	15-Dec-89_	1-Dec-96 15-Nov-97
ARTICLE	ART 66, 1996 ART 26, 1996 ART 30, 1997 ART 59, 1998 ART 83, 1999	ART 68, 2000 ART 70, 2000 ART 54, 2000 ART 22, 2001 ART 50, 1994	AKI 54, 1994 ART 35, 1995 ART 25 2003	ART 45, 1996 ART 24, 1997 ART 58, 1998 ART 36, 1998	ART 45, 1999 ART 24, 2000 ART 26, 2000 ART 39, 2001	ART 28-1, 2002 ART 32, 2001	A21,87/26,88 ART 62,1993 ART 53, 1996 ART 9A, 1996 ART 19, 2001 ART 62, 1993	AKI 34, 1994 ART 62, 1993 ART 23, 2002 ART 32, 2000		ART 47, 1996 ART 25, 1995 IPT
ISSUE	STREEI ROAD REPAIR ROAD IMPROVEMENTS ROAD IMPROVEMENTS HUSSEY BROOK/RIVER ST SIDEWALK SALEM ST	PLAIN RD STNUT ST VCOLN CR ONDS	BRIDGE REPAIR BRIDGE REPAIR RED SPRING ROAD BRIDGE TOTAL STREET	MUNICIPAL FACILITIES MHL-HVAC SENIOR CENTER PEARSON ST ACQ TOWN BUILDING RENOVATION	TION OG PROJECTS	PUBLIC BUILDINGS BRIDGES/BUILDINGS TOTAL MUNICIPAL FACILITIES	<u>0</u>	ACQUIRE PEARSON ST LAND ACQUISITION LAND ACQUISITION TOTAL LAND ACQUISITION	LIBRARY LEASE/LEASEBACK	SHAWSHEEN FIELD IMPROVEMEN ART 47, 1996 REC PARK IMPROVE TOTAL GENERAL FUND NON-EXEMPT GRAND TOTAL

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - INTEREST AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

2025 12/31/2004	2,737,271.25 215,906.25 819,820.00 1,024,787.50 2,672,862.50 1,861,657.27 341,759.90 13,197.44 95,651.52 5,672.15	0.00 9,788,585.78	2,137,275.00 81,543.75 1,823,478.21 0.00 4,042,296.96 0.00 13,830,882.74	187,928.50 23,430.00 38,465.00 13,500.00 13,500.00 230,925.00 17,818.75 35,637.50 28,510.00 120,906.25 30,017.48 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 8,510.15 1,889.21 1,874.07 6,089.72 375,888.65 760.20 789,970.00 789,970.00 789,970.00
2020 - 2024	3,250.00 14,812.50 133,043.75	151,106.25	30,000.00 2,862.50 54,193.75 87,056.25 238,162.50	24,783.75 55,075.00 19,131.25 98,990.00
2015 - 2019	149,500.00 11,500.00 113,750.00 163,525.00 508,637,50 59,910.00	1,006,822.50	337,500.00 14,512.50 323,681.25 675,693.75 1,682,516.25	73,731.20 73,731.20 158,337.50 44,925.00 276,993.70
2010 - 2014	906,626.25 70,431.25 274,235.00 341,075.00 856,931.25 640,196.75 58,108.50	3,147,604.00 1,006,822.50	707,850.00 25,668.75 597,009.41 1,330,528.16 4,478,132.16	5,000.00 47,085.00 512.50 1,025.00 820.00 17,593.75 932.78 171.23 7,293.39 2,136.42 2,136.42 248.812.50 67,959.36 518,310.63
2009	272,590.00 21,500.00 73,580.00 87,875.00 211,750.00 200,103.90 40,218.91	907,617.81	184,800.00 6,462.50 149,506.26 340,768.76 1,248,386.57	15,575.00 1,550.00 26,010.00 3,050.00 2,440.00 13,237.50 2,650.53 605.57 7,677.23 2,248.73 28,662.50 59,500.00 16,056.24
2008	301,412.50 23,862.50 79,560.00 95,075.00 224,875.00 219,162.67 48,579.88	992,527.55	198,600.00 7,137.50 160,531.26 366,268.76 1,358,796.31	26,589.00 4,668.00 31,470.00 2,512.50 5,025.00 17,287.50 17,142.76 10,170.88 2,978.98 30,412.50 63,000.00 16,781.24
2007	333,597.50 26,537.50 85,540.00 101,875.00 235,375.00 238,669.56 57,255.31	1,078,849.87	212,400.00 7,775.00 170,943.76 391,118.76 1,469,968.63	36,972.00 2,640.00 1,500.00 600.00 36,840.00 5,560.00 5,917.86 1,701.83 12,734.39 3,729.61 31,825.00 65,825.00 65,825.00
2006	369,147.50 29,537.50 91,820.00 107,475.00 245,875.00 250,177.25 66,205.18 25,438.95	1,18	226,350,00 8,300,00 179,518,76 414,168,76 1,601,345,14	46,874.50 7,865.00 10,788.50 4,500.00 1,800.00 42,150.00 4,425.00 7,639.55 2,280.27 14,17.77 4,146.36 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00 32,987.50 1,609.00
2005	404,397.50 32,537.50 98,085.00 113,075.00 256,375.00 253,437.14 71,392.12 13,197.44	1,316,881.42	239,775.00 8,825.00 188,093.76 436,693.76 1,753,575.18	56,918.00 12,925.00 13,686.50 7,500.00 3,150.00 47,370.00 5,388.75 10,737.50 8,590.00 27,412.50 8,624.40 2,608.49 14,447.44 4,219.26 528.78 1,169.83 1,169.8
LOAN DATE	1-Dec-96 1-Dec-96 15-Dec-00 15-Dec-01 15-Unn-03 15-Unn-03 15-Unn-03 15-Nov-95		15-Dec-00 15-Dec-01 15-Dec-01	15-Nov-93 15-Nov-93 15-Nov-93 1-Dec-96 15-Dec-96 15-Dec-98 15-Dec-98 15-Unn-03 15-Unn-03 15-Unn-03 15-Unv-94 15-Nov-95 15-Nov-95 15-Nov-95 15-Nov-95 15-Nov-95 15-Dec-03 15-Dec-03 15-Dec-03
ARTICLE	ART 20-1, 1994 ART 20-2, 1994 ART 19, 1999 ART 9, 2000 ART 9, 2000 VARIOUS VARIOUS ART 20-1, 1994 ART 20-1, 1994 ART 20-1, 1994	AN 20-2, 1334	ART 16, 1999 ART 40, 2001 ART 16, 1999	ART 1A, 1987 ART 1A, 1987 ART 1A, 1987 ART 32, 1995 ART 24, 1996 ART 24, 1996 ART 24, 1996 ART 30, 2000 ART 32, 1995 ART 31, 1995 ART 31, 1995 ART 31, 1995 ART 33, 1995 ART 32, 1995
ISSUE EXEMPT DEBT	SCHOOL BONDS EXEMPT SCHOOL BONDS EXEMPT SCHOOL BONDS EXEMPT SCHOOL BONDS -Sewer Portion SCHOOL BONDS EXEMPT ADV REF 94/95 LOANS ADV REF 94/95 LOANS ADV REFUNDING SCHOOL BONDS SCHOOL BONDS	TOTAL SCHOOL	PUBLIC SAFETY PUBLIC SAFETY CENTER PUBLIC SAFETY CENTER PUBLIC SAFETY CENTER TOTAL PUBLIC SAFETY CENTER TOTAL EXEMPT	PUBLIC SERVICE ENTERPRISES WATER DEBT ADVANCE REFUNDING ADVANCE REFUNDING ADVANCE REFUNDING ADVANCE REFUNDING WATER TRMT PLANT IMP WATER DIST IMPROVEMENT WATER DIST IMPROVEMENT WATER DIST IMPROVEMENT WATER BROOK MAIN ST WATER DIST ADV REF 94/95 LOANS WATER MAINS PUMPING STATION WATER MAINS PUMPING STATION WATER MAINS WATER MAINS WATER SYSTEM WATER SYSTEM WATER SYSTEM WATER SYSTEM WATER SYSTEM WATER SYSTEM

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - INTEREST AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

12/31/2004	48,990.00 27,256.00 27,256.00 26,798.75 43,530.00 12,765.00 2,975.00 850.00 1,062.50 2,840.67 1,865,156.25 1,268,306.25 1,268,306.25 1,268,306.25 1,148,775.00 1,411,773.80 842,700.00 842,700.00	16,177.50 203,567.50 65,872.50 65,872.50 69,970.00 223,435.50 408,525.00 1,083,400.50	38,980.00 165,325.00 11,120.76 380.10 179,960.00
2025	2,225.00 2,225.00 2,781.25	00:00	0.00
2020 - 2024	55,937,50 38,037,50 76,025,00 19,006,25 82,612,50 112,903,75 76,525,00 461,047,50	00:0	820.00 820.00
2015 - 2019	331,562.50 225,462.50 226,650.00 72,662.50 237,506.25 237,506.25 119,78,700.00	30,744.25 49,587.50 80,331.75	28,280.00 28,280.00
2010 - 2014	1,742.50 717.50 717.50 831.25 610,468.75 415,118.75 489,675.00 122,418.75 373,218.75 277,5,988.15 3,244,298.78	2,245.00 33,740.00 2,460.00 2,972.50 86,838.75 140,062.50	4,750.00 1,220.94 65,135.00 71,105.94
2009	1,125.00 1,100.00 4,485.00 1,635.00 2,471.88 152,812.50 103,912.50 121,000.00 30,250.00 89,250.00 675,141.88 855,930.18	1,727.50 24,110.00 2,700.00 6,520.00 7,545.00 23,405.00 37,750.00	1,600.00 14,125.00 1,285.14 16,970.00 33,980.14
2008	3,328.00 225.00 3,272.50 6,460.00 2,030.00 111,562.50 111,562.50 128,500.00 32,125.00 94,500.00 108,125.00 67,125.00 67,125.00 108,125.00 94,500.00 94,500.00	2,200.00 30,270.00 8,032.50 9,680.00 10,705.00 25,575.00 41,250.00	4,760.00 23,250.00 1,702.47 18,130.00 47,842.47
2007	5,520.00 5,486.00 895.00 5,390.00 8,385.00 2,415.00 174,687.50 113,600.00 33,625.00 112,362.50 112,362.50 112,362.50 112,362.50 112,362.50 112,362.50	2,735.00 34,522.50 13,230.00 12,760.00 13,595.00 27,326.50 44,075.00	7,840.00 32,250.00 2,131.44 19,330.00 61,551.44
2006	16,445.00 7,623.50 1,780.00 7,480.00 10,285.00 2,795.00 7,201.26 183,437.50 140,500.00 35,125.00 102,225.00 115,775.00 73,375.00	3,335.00 38,505.00 18,800.00 16,255.00 28,805.50 46,400.00	10,880.00 41,150.00 2,369,61 77,12 20,630.00 75,106.73
2005	27,025.00 9,693.50 2,650.00 9,556.25 12,172.50 3,172.50 2,956.00 850.00 1,062.50 8,183.76 192,187.50 146,500.00 36,625.00 106,725.00 119,975.00 119,975.00	3,935.00 42,420.00 23,550.00 18,632.50 18,897.50 30,740.50 49,400.00	13,900.00 49,800.00 2,411.16 302.98 10,665.00 77,079.14
LOAN DATE	15-Nov-93 15-Nov-93 15-Dec-98 15-Dec-98 15-Dec-98 15-Nov-99 15-Nov-99 15-Nov-99 15-Dec-01 15-Dec-02 15-Dec-03 15-Dec-03 15-Dec-03 15-Dec-03	1-Dec-96 1-Nov-97 15-Dec-98 15-Dec-98 15-Dec-03 15-Dec-03	15-Dec-98 15-Nov-99 1-Nov-03 15-Jun-03 15-Jun-03
ARTICLE	A21,84/26,85 ART 28, 1989 ART 32, 1997 ART 35, 1997 ART 31, 1998 ART 31, 1998 ART 31, 1998 ART 31, 1999 ART 43, 1999 ART 41, 1999 ART 42, 1999 ART 41, 1999	ART 44, 1996 ART 23, 1996 ART 23, 1996 ART 69, 1998 ART 70, 1998 ART 28-2 2002 ART 12, 2002	ART 55, 1997 ART 16, 1999 ART 37, 1995 ART 31, 2004
ISSUE	SEWER DEBI ADVANCE REFUNDING ADVANCE REFUNDING ART SEWER PILGRIM/PIONEER SEWER BALMORAL SEWER BALMORAL SEWER BALMORAL SEWER PLANS SO MAIN ST SEWER PLANS SO MAIN ST SEWER PLANS FOREST HILLS SEWER PLANS FOREST HILLS SEWER POUTH MAIN ST SEWER SOUTH MAIN ST SEWER SOUTH MAIN ST SEWER SOUTH MAIN ST SEWER SEWER SEWER SEWER SEWER SEWER ART SEWER TOTAL SEWER TOTAL PUBLIC SERVICE ENTERPRISES	GENERAL FUND NON-EXEMPT SCHOOL DEBT MIDDLE SCHOOL ROOF REPL H/S RENOVATION H/S RENOVATION SCHOOL RENOVATIONS TRACKWINDOWS	PUBLIC SAFETY EQUIPMENT FIRE TRUCK PUBLIC SAFETY FACILITY ADV REF 94/95 FIRE TRUCK FIRE TRUCK TOTAL PUBLIC SAFETY

TOWN OF ANDOVER, MASSACHUSETTS DEBT SCHEDULE - INTEREST AS OF JUNE 30, 2004 POST DECEMBER 01, 2004 ISSUE

12/31/2004	600.00 13,500.00 17,812.50 4,872.50 2,752.50	2,293.75 5,505.00 23,678.75 16,450.00 152.15	760.20 760.20 66,735.06 155,181.24	31,005.00 9,745.00 6,580.00 31,671.25	82,662.50 55,297.50 104,112.50	39,337.50 32,832.00 309,130.05	702,373.30	5,208.00 29,328.75 53,597.50 171,220.00 19,668.75	83.32 1,259.25 421,350.00 596,975.00 1,298,831.85	11,165.00	16,177.50 9,195.00	0.00 25,372.50 1,668.75 3,672,090.25 4,450.00 28,398,947.66
2025			0.00			:	0.00		1,112.50 556.25 1,668.75	0.00	1	0.00 1,668.75 4,450.00 2
2020 - 2024			0.00				00.0		38,262.50 46,268.75 84,531.25	0.00		0.00 85,351.25 883,551.25
2015 - 2019			0.00			3,967.00	41,157.65		89,850.00 123,742.50 213,592.50	0.00		0.00 363,361.90 3,960,213.75
2010 - 2014		1,975.00	19,119.39 21,094.39	4,490.00	2,375.00 4,937.50 14,900.00	5,587.50 11,205.00 105,121.90	148,616.90	10,250.00 2,793.75	135,918.75 195,895.00 344,857.50	0:00	2,245.00	2,245.00 856,238.48 8,578,669.42
2009	200.00	2,410.00	8,241.26 10,851.26	3,455.00 400.00 200.00	7,062.50 6,025.00 11,400.00	4,275.00 3,020.00 28,537.50	65,675.00	1,200.00 2,200.00 22,900.00 2,137.50	32,112.50 47,065.00 107,615.00	0.00	1,727.50 230.00	1,957.50 323,836.40 2,428,153.15
2008	1,125.00 595.00	3,330.00	9,546.26 14,596.26	4,400.00 1,190.00 595.00	11,625.00 8,325.00 15,000.00	5,625.00 3,300.00 31,337.50	85,265.00	3,570.00 6,545.00 27,640.00 2,812.50	33,562.50 49,385.00 123,515.00	0.00	2,200.00	3,110.00 402,041.23 2,706,532.52
2007	1,500.00 3,362.50 980.00	4,250.00	10,896.26 22,738.76	5,320.00 1,960.00 1,170.00	16,125.00 10,625.00 18,312.50	6,900.00 3,526.00 33,597.50	103,906.00	5,880.00 10,780.00 32,260.00 3,450.00	35,062.50 51,785.00 139,217.50	0.00	2,735.00	4,540.00 480,197.70 2,989,412.52
2006	150.00 4,500.00 5,575.00 1,360.00 705.00	587.50 1,410.00 5,297.50 5,425.00	154.24 12,358.76 37,523.00	6,220.00 2,720.00 1,930.00	20,575.00 20,575.00 12,245.00 20,937.50	7,950.00 3,749.50 35,457.50	120,624.50	1,316.00 8,160.00 14,960.00 36,820.00 3,975.00	323.39 36,687.50 54,385.00 156,626.89	0.00	3,335.00 2,690.00	6,025.00 563,366.62 3,302,317.51
2005	450.00 7,500.00 7,750.00 1,737.50 2,047.50	1,706.25 4,095.00 6,416.25 9,275.00 152.15	66.83 605.96 6,573.13 48,377.57	7,120.00 3,475.00 2,685.00	11,293.73 24,900.00 13,140.00 23,562.50	9,000.00 4,064.50 37,887.50	137,128.25	3,892.00 10,518.75 19,112.50 41,350.00 4,500.00	83.32 935.86 18,781.25 27,892.50 127,207.46	11,165.00	3,935.00	7,495.00 596,027.92 3,545,647.54
LOAN DATE	1-Dec-96 1-Dec-96 15-Nov-97 15-Dec-98 15-Dec-00	15-Dec-00 15-Dec-00 15-Dec-01 15-Dec-01	1-Nov-94 15-Jun-03 1-Dec-04	1-Dec-96 15-Dec-98 15-Dec-98	15-Dec-90 15-Nov-99 15-Dec-00 15-Dec-01	15-Dec-01 15-Dec-03 15-Dec-03	I	15-Nov-93 15-Dec-98 15-Dec-98 15-Dec-98 15-Dec-01	1-Nov-94 15-Jun-03 1-Dec-04 1-Dec-04	15-Dec-89	1-Dec-96 15-Nov-97	1
ARTICLE	ART 66, 1996 ART 26, 1996 ART 30, 1997 ART 59, 1998 ART 83, 1999	ART 68, 2000 ART 70, 2000 ART 54, 2000 ART 22, 2001 ART 50, 1994	AKI 54, 1994 ART 35, 1995 ART 25 2003	ART 45, 1996 ART 24, 1997 ART 58, 1998	ART 45, 1999 ART 24, 2000 S ART 26, 2000	ART 39, 2001 ART 28-1, 2002 ART 32, 2001		A21,87/26,88 ART 62,1993 ART 53, 1996 ART 9A, 1996 ART 19, 2001	ART 62, 1993 ART 62, 1994 ART 23, 2002 ART 32, 2000		N ART 47, 1996 ART 25, 1995	EMPT
ISSUE	STREE! ROAD REPAIR ROAD IMPROVEMENTS ROAD IMPROVEMENTS HUSSEY BROOKRIVER ST SIDEWALK SALEM ST	SIDEWALK HIGHPLAIN RD SIDEWALK CHESTNUT ST ROAD BONDS LINCOLN CR SIDEWALKS ROAD REPAR BONDS	BRIDGE REPAIR BRIDGE REPAIR RED SPRING ROAD BRIDGE TOTAL STREET	MUNICIPAL FACILITIES MHL-HVAC SENIOR CENTER PERSON ST ACO	LOWN BOILDING RENOVATION BUILDING RENOVATION SENIOR CENTER TOWN/SCHOOL BLDG PROJECTS	DPW BUILDINGS PUBLIC BUILDINGS BRIDGFS/BUILDINGS	TOTAL MUNICIPAL FACILITIES	LAND ACQUISTION ADVANCE REFUNDING LAND ACQUISTION LAND ACQUISTION LAND ACQUISTION LAND ACQUISTION LAND ACQUISTION LAND ACQUISTION	LAND ACQUISITION ACQUIRE PEARSON ST LAND ACQUISITION LAND ACQUISITION LAND ACQUISITION TOTAL LAND ACQUISITION	LIBRARY LEASE/LEASEBACK	SPECIAL LEGISLATION SHAWSHEEN FIELD IMPROVEMEN ART 47, 1996 REC PARK IMPROVE	TOTAL GENERAL FUND NON-EXEMPT GRAND TOTAL

Town of Andover, Massacusetts Analysis of Bonds Authorized and Outstanding December 31, 2004

ARTICLE	PROJECT NAME	NEW AUTHORIZATION AUTHORIZATIO	NS BONDING	AUTHORIZATION
ART 26, 1995	FIELD IMPROVEMENTS	01-Jul-04 384,000.00		31-Dec-04 384,000.00
ART 47, 1996	SHAWSHEEN FIELD IMPROVEMENTS	4,000.00		4,000.00
ART 16, 1999	PUBLIC SAFETY CENTER (EXEMPTED)	552.00		552.00
ART 41, 1999	SEWER CONSTRUCTION - SO MAIN ST	10,500,000.00	2,000,000.00	8,500,000.00
ART 44, 1999	LANDFILL CLOSURE	2,200,000.00		2,200,000.00
ART 74, 1999	MAIN STREET STREETSCAPE	304,000.00		304,000.00
ART 9, 2000	MIDDLE/ELEMENTARY SCHOOL (EXEMPTED)	21,938,000.00		21,938,000.00
ART 32, 2000	LAND ACQ - CONSERVATION	1,500,000.00	1,500,000.00	0.00
ART 12, 2001	LAND ACQUISITION LOWELL JCT RD	2,000,000.00		2,000,000.00
ART 10-1, 2002	PUBLIC SAFETY CENTER (ADD'L FUNDING)	830,000.00		830,000.00
ART 11, 2002	NEW SCHOOL ADDITIONAL FUNDING	350,000.00		350,000.00
ART 12, 2002	WEST ELEMENTARY ASBESTOS REMOVAL	300,000.00		300,000.00
ART 23, 2002	CONSERVATION FUND	1,500,000.00	1,000,000.00	500,000.00
ART 43, 2002	WATER MAINS	500,000.00	500,000.00	0.00
ART 48, 2002	MAIN STREET IMPROVEMENTS	269,500.00		269,500.00
ART 20, 2003	WATER TREATMENT PLANT IMPROVEMENTS	2,472,000.00		2,472,000.00
ART 25, 2003	RED SPRING ROAD RETAINING WALL	400,000.00	400,000.00	0.00
ART 29, 2004	COLLINS/WEST MIDDLE HVAC	475,000.00		475,000.00
ART 31 2004	RESCUE LADDER VEHICLE	600,000.00	600,000.00	0.00
ART 32, 2004	SENIOR CENTER PLANS	350,000.00		350,000.00
ART 35, 2004	SO MAIN/ROGERS BROOK SEWER	1,250,000.00		1,250,000.00
ART 2A, 2004	SOUTH MAIN AREA SEWERS	2,500,000	0.00	2,500,000.00
		49 497 052 00	00 6 000 000 0	44.627.052.00
		48,127,052.00 2,500,000	0.00 6,000,000.00	44,627,052.00

HEALTH INSURANCE FUND

Health Insurance Fund

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums.

Budget Highlights

This budget covers health insurance costs for all town and school employees. It also covers the health insurance for all town and school retirees, excluding retired schoolteachers. Retired schoolteachers are enrolled in the Massachusetts Group Insurance Commission system. Costs for these retirees are charged back to the town by the state. For FY2005 this charge was \$1,267,033. The charge for FY2006 will be \$1,550,946.

This budget recommendation is based on an estimate of our renewal rates effective July 1, 2005. We anticipate receiving the final rates prior to the annual town meeting. In addition, the School Department plans to contribute \$276,000 for the cost of health insurance for school employees who are paid from certain user fee supported programs. We will be requesting similar approval from the Board of Selectmen for some of the town's user fee supported programs.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
HEALTH INSURANCE HEALTH INSURANCE					
019142 HEALTH INSURANCE EXPENDIT	URES				
5206 INSURANCE HEALTH	5,555,000	7,125,000	8,325,000	8,325,000	9,347,000
HEALTH INSURANCE EXPENDITURES	5,555,000	7,125,000	8,325,000	8,325,000	9,347,000
TOTAL HEALTH INSURANCE	5,555,000	7,125,000	8,325,000	8,325,000	9,347,000

HEALTH INSURANCE BY PLAN- FY 2005

INSURANCE PLAN	FY2005 Total Monthly <u>PREMIUM</u>	MONTHLY TOWN PREMIUM	TOWN SHARE	ANNUAL TOWN COST PER EMPLOYEE	MONTHLY EMPLOYEE PREMIUM	EMPLOYEE SHARE	ANNUAL EMPLOYEE COST
Indemnity Plans							
Master Health +	718.22	466.82	65.0%	5,601.84	251.40	35.0%	3,016.80
	1,626.12	1,056.96	65.0%	12,683.52	569.16	35.0%	6,829.92
Master Medical	718.22	466.82	65.0%	5,601.84	251.40	35.0%	3,016.80
	1,626.12	1,056.96	65.0%	12,683.52	569.16	35.0%	6,829.92
Managed Care Plan HMO Blue	375.30 1,005.79	304.38 773.43		3,652.56 9,281.16	70.92 232.36	18.9% 23.1%	851.04 2,788.32
Medicare Supplement and Retiree Plans							
Medex	347.14	225.62	65.0%	2,707.44	121.52	35.0%	1,458.24
Managed Blue/Seniors	313.52	270.56	86.3%	3,246.72	42.96	13.7%	515.52
Carve-Out	347.14	225.62	65.0%	2,707.44	121.52	35.0%	1,458.24
TOTAL SUBSCRIBERS							

DOES NOT INCLUDE RETIRED TEACHERS HEALTH INSURANCE WHICH IS ASSESSED BY THE STATE ON THE CHERRY SHEET

MEMBERSHIP DISTRIBUTION AS OF FEBRUARY 2004

MASTER HEALTH PLUS	Ind Fam	SCHOOL 22 32	<u>TOWN</u> 5 16	13 14	COBRA 1	<u>TOTAL</u> 41 62
MASTER MEDICAL	Ind Fam	4 2	1	10 0		15 2
HMO BLUE	Ind Fam	200 334	89 206	40 38	14 2	343 580
MEDEX MANAGED BLUE/SENIORS CARVE-OUT TOTAL MEMBERS	Ind Ind Ind	32 626	113 430	46 0 161	0 17	145 46 0 1234

GENERAL INSURANCE

Insurance Description

The Insurance Division oversees the Town of Andover's Insurance coverage needs for Property, Casualty and Workers' Compensation. This Division handles all automobile, property and liability claims that impact the town departments and employees. It is responsible for putting in third party claims to insurance companies in order to recoup the cost of damages to the town's property whenever there is sufficient information available to do so.

FY2006 Objectives

- To utilize more of the insurance companies free sponsored training seminars and programs to help educate employees in ways to reduce future exposure to claims. Presently, Town and School Department employees receive free training in the areas of safe driver training; custodial work environment training including back strain prevention; lockout/tag out training for custodians and building maintenance workers; cafeteria work safety; Department of Public Works work environment training; and various other specialized training programs.
- To work more closely with the Police Department and other related departments to recapture insurance funds on third party claims. As long as there is sufficient information available to pursue a claim for damages to town-owned property, this division will do so.
- To provide training for Town and School employees and appointed board members in areas that will reduce insurance claims and also provide savings on future premium costs.
- To work with our Insurance Company's (Massachusetts Interlocal Insurance Association) Rewards Program and achieve discounts for accomplishing specific tasks as outlined by this program on our major insurance premiums in future years. These discounts can reach as high as 6% on specific policy premiums as well as help the Town and School Departments reduce their losses and provide significant savings on future premium costs.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
GENERAL INSURANCE INSURANCE					
019452 GENERAL INSURANCE					
5201 INSURANCE MOTOR VEH	137,337	83,777	118,000	83,335	109,000
5202 INSURANCE COMPREHENSIVE	321,241	296,794	324,000	287,533	332,134
5205 INS PUB OFF LIABILITY	46,385	77,240	72,000	61,841	73,000
5711 WORKMENS COMPENSATION	164,234	189,178	227,000	227,000	247,000
GENERAL INSURANCE	669,197	646,989	741,000	659,709	761,134
TOTAL GENERAL INSURANCE	669,197	646,989	741,000	659,709	761,134

UNEMPLOYMENT COMPENSATION FUND

Unemployment Compensation Fund

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs.

The FY2004 Town Meeting appropriated \$500,000 to be transferred to this fund to cover actual unemployment compensation costs which were anticipated to be extraordinarily high due to layoffs. The balance in the fund as of December 31, 2004 was \$230,848.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
UNEMPLOYMENT COMPENSATION UNEMPLOYMENT					
019132 UNEMPLOYMENT COMP EXPENS	SE				
5712 UNEMPLOYMENT COMPENSATION	0	500,000	0	0	
UNEMPLOYMENT COMP EXPENSE	0	500,000	0	0	and the second s
TOTAL UNEMPLOYMENT COMPENSATION	0	500,000	0	0	

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission based upon the Andover Retirement Board's approved funding schedule.

A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers who retire under the State Teachers Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Town Manager, and a member appointed by the four other Board members.

The Andover Retirement Board recently completed an updated actuarial valuation and voted to establish a new funding schedule. The funding schedule shown below is required to be updated triennially.

Funding Schedule - 20 year increasing (3.00 %) amortization of remaining UAL

(1) Fiscal Year Ended June 30	(2) Employer Normal Cost	(3) Amortization of ERI Liability	(4) Amortization of Remaining Liability	(5) Total Plan Cost: (2) + (3) + (4)	(6) Unfunded Actuarial Accrued Liability
2005	\$1,885,145	\$43,625	\$1,662,967	\$3,591,737	\$23,750,100
2006	1,969,976	43,625	1,940,229	3,953,830	23,906,290
2007	2,058,625	43,625	1,998,436	4,100,686	23,807,682
2008	2,218,093	44,980	2,122,333	4,385,406	23,638,178
2009	2,317,907	-	2,186,003	4,503,910	23,389,877
2010	2,422,213	-	2,251,584	4,673,797	23,101,003
2011	2,531,213	_	2,329,131	4,850,344	22,719,264
2012	2,645,118	-	2,388,705	5,033,823	22,234,717
2013	2,764,148	-	2,460,366	5,224,514	21,636,513
2014	2,888,535	-	2,534,177	5,422,712	20,912,817
2015	3,018,519	-	2,610,202	5,628,721	20,050,723
2016	3,154,352	-	2,688,508	5,842,860	19,036,161
2017	3,296,298	-	2,769,164	6,065,462	17,853,795
2018	3,444,631	-	2,852,239	6,296,870	16,486,914
2019	3,599,639	-	2,937,806	6,537,445	14,917,315
2020	3,761,623	-	3,025,940	6,787,563	13,125,170
2021	3,930,896	-	3,116,718	7,047,614	11,088,890
2022	4,107,786	-	3,210,220	7,318,006	8,784,968
2023	4,292,636	-	3,306,526	7,599,162	6,187,818
2024	4,485,805	-	3,405,722	7,891,527	3,269,595
2025	4,687,666	-	-	4,687,666	-
2026	4,898,611	-	-	4,898,611	-
2027	5,119,048	-	-	5,119,048	-
2028	5,349,405	-	-	5,349,405	-

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
RETIREMENT RETIREMENT					
019112 RETIREMENT EXPENDITURES					
5721 PENSION CONTRIBUTORY	3,472,421	3,575,130	3,683,164	3,594,558	3,908,863
5722 PENSION NON-CONTRIBUTORY	24,238	617	0	0	
5724 PENSION-TEACHERS ERI	52,385	52,385	52,385	52,385	52,385
RETIREMENT EXPENDITURES	3,549,044	3,628,132	3,735,549	3,646,943	3,961,248
TOTAL RETIREMENT	3,549,044	3,628,132	3,735,549	3,646,943	3,961,248

STABILIZATION FUND

Stabilization Fund Description

State legislation recently amended G.L. Ch. 40 §5B, which previously provided for a single stabilization fund into which cities, towns and districts could appropriate monies to be reserved for future appropriation for any lawful purpose. Under the amendment, a community may now establish one or more stabilization funds for different purposes by a two-thirds vote of its legislative body. It may amend the purposes of those funds at a later time in the same manner. Appropriations both into and from the funds require a two-thirds vote of the legislative body. Previously, appropriations to the stabilization fund only required a majority vote. Interest earned on all stabilization funds remains with the funds.

Any pre-existing stabilization fund balance should continue to be treated as a reserve for any lawful purpose, *i.e.* a "general" stabilization fund. The city, town or district can reallocate or earmark all or part of that balance to any new stabilization funds it creates by a vote to transfer monies from that "general" stabilization fund to the newly created fund. The town currently has a "general" stabilization fund. The balance in the fund as of December 1, 2004 was \$466,594.

COMPENSATION/RESERVE FUNDS

Compensation Fund

The Compensation Fund, established by town bylaw, is a reserve for salary adjustments, and union and non-union wage settlements that may occur during the year. Any transfer from this fund requires the approval of the Board of Selectmen.

Reserve Fund

The Reserve Fund, authorized by state statute, provides town operations with funding for extraordinary or unforeseen expenditures occurring during the year. Transfer from this account requires the approval of the Finance Committee.

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
COMPENSATION FUND COMPENSATION FUND					
011301 COMPENSATION FUND SALARIES	3				
5199 COMPENSATION PLAN	0	0	0	0	695,000
COMPENSATION FUND SALARIES	0	0	0	0	695,000
TOTAL COMPENSATION FUND	0		0	0	695,000

	ACTUAL FY2003	ACTUAL FY2004	BUDGET FY2005	ESTIMATE FY2005	TOWN MGR RECOMM. FY2006
RESERVE FUND RESERVE FUND					
011322 RESERVE FUND EXPENDITURES					
5700 UNCLASS EXPENDITURES	0	0	200,000	0	200,000
RESERVE FUND EXPENDITURES	0	0	200,000	0	200,000
TOTAL RESERVE FUND	0	0	200,000	0	200,000